

The Relationship between Decision Making Styles and Cultural Intelligence in Kurdistan Province Hospital Employees

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Abstract:

As the main essence of the activities of managers in all of their duties, decision-making is a process of considerable importance and gravity. The majority of managers and administrators follow decision-making models which are consistent with their cultural background. The present study is conducted to investigate the relationship between decision making style with cultural intelligence among employees of hospitals in Kurdistan province. This applied research has been conducted with a descriptive and survey approach. The statistical population of this study included all staff members of hospitals in Kurdistan province. At the time of the study, 384 questionnaires were distributed using simple random sampling method. Finally, 371 questionnaires were separated through parametric statistical tests (coefficient Pearson correlation and regression) and analyzed. The final findings of the research indicated that there was a significant



relationship between decision styles and its dimensions (rational style, intuitional style, anterior style and affiliation style), except for avoidance style with cultural intelligence in the studied staff. Cultural intelligence turned out to be most strongly associated with decision-making styles, which could be due to the fact that most employees ask the opinions of others about decisions and demand the support of their colleagues in the process of decision-making.

Keywords: decision-making styles, cultural intelligence, hospital, Kurdistan province.

Introduction:

The ability to adapt to people from different cultures continually and establish intercultural communication is of paramount importance among the skills need in the 21st century. Extensive work environments require people who are familiar with different cultures and can communicate with other cultures. To this end, people need to have cultural intelligence (Poursadegh et al., 2012). In different cultures and even in subcultures, there is a wide range of emotions within a national culture; differences in the language of ethnicity, politics and many other characteristics can appear as potential sources of conflict, and in the absence of a proper understanding, the development of appropriate working relationships would be problematic, so the effects of cultural differences and the management of such variations can be introduced as one of the most complex categories within the field of management. Research shows that differences between national cultures are one of the determinants of behavior (Soon et al., 2007).

Asten (1996) believes that the success or failure of any device depends entirely on how the administrator of that device works. According to Richard Dowet, the decision-making process can be considered as the brain and nervous system of an organization (Lugo, 2002). A close analysis of the responsibilities and necessities of managerial job indicates that decision making is the underlying foundation of a job, and if managers are not efficient decision-makers, they won't succeed in their position as managers; additionally, it is

reasonable to claim that most managers' time is dedicated to the decision-making; therefore, it can even be argued that making proper decisions and efficient implementation is the main responsibility of a manager (Hanselmann, 2008). Some consider decision making as the heart of organization and management and believe that all management functions and dimensions of an organization can be explained in terms of decision-making processes (Alqarni, 2003). Managers must perform various tasks and functions in order to lead and guide their organization. Generally, decision making is one of the challenges for managers over time, because they face issues and situations during their organizational mission that require decision-making (Kaucher, 2010). Even in case of not deciding about some issues, the manager is involved within the process of decision-making, because to choose not to decide is a decision by itself. (Pierce & Robinson, 1989)

Peter Drucker argues that the emphasis of future management is on decision making and understanding of this process. It is quite essential to pay attention to this fundamental point because decision making is the essence of management and management can be considered synonymous with decision making. In other words, all management activities are related to decision-making (Lapin, 1994). The decisions that managers make during their mission affect the performance of their employees, their lives, and the effectiveness of the organization. Therefore, they should be familiar with their duties and their field of work; they must be able to respond to their actions, events, decisions and behaviors at any moment and justify any decision they have made for the success of the organization before (Hablemitoglu & Yildirm, 2008). One of the most important variables involved in determining the strategic framework of each organization is decision making and related styles. Therefore, the present study examines the style of employee decision-making on the one hand and assess the impact of these styles on their cultural intelligence.

Methodology:

The present applied research is a descriptive study, specifically a cross-sectional one, in regard with collecting data and controlling

variables; a structured questionnaire with closed and defined questions was used to collect required data. The statistical population of this study included all staff members of hospitals in Kurdistan province. At the time of the study, 384 questionnaires were distributed using simple random sampling method. Finally, 371 questionnaires were separated and analyzed SPSS and parametric statistical tests (correlation and regression tests).

Research findings

This section scrutinizes the underlying assumptions based on the information provided. The present study includes five hypotheses, 1 main assumption and 4 sub-assumptions, correlation and regression tests of which are briefly shown in Tables 1 and 2.

Table 1. Synopsis of correlation coefficient of research hypotheses

Hypotheses	Independent variable	Dependent variable	Significant Coefficient	Correlation Coefficient	Test result
The main hypothesis	Decision making styles	Cultural Intelligence	0.000	0.575	Reject H0
The first hypothesis	Rational style	Cultural Intelligence	0.000	0.266	Reject H0
Second hypothesis	Intuitive style	Cultural Intelligence	0.000	0.410	Reject H0
The third hypothesis	Dependency style	Cultural Intelligence	0.000	0.564	Reject H0
Fourth hypothesis	Annie style	Cultural Intelligence	0.000	0.395	Reject H0
The fifth hypothesis	Avoidance style	Cultural Intelligence	0.610	0.610	Confirmation H0

According to Table 2, the correlation coefficient of decision making styles, with the exception of the avoidance style with cultural intelligence, shows a positive and significant relationship.

Table 2: Regression test

Variable	Model	Not standardized coefficients		Standardized beta	Score T	R2	Significant
		B	standard error				
Cultural Intelligence	Fixed	6.038	0.381	-	18.989	0.270	0.000
	Decision making styles	0.802	0.110	0.571	7.293		0.000
Cultural Intelligence	Fixed	3.193	0.184	-	17.346	0.062	0.000
	Rational style	0.148	0.051	0.266	2.888		0.000
Cultural Intelligence	Fixed	2.775	0.202	-	13.756	0.161	0.000
	Intuitive style	0.235	0.050	0.410	4.715		0.000
Cultural Intelligence	Fixed	4.196	0.068	-	61.758	0.312	0.000
	Dependency style	0.192	0.027	0.564	7.169		0.000
Cultural Intelligence	Fixed	4.300	0.128	-	33.554	0.151	0.000
	Annie style	0.226	0.050	0.398	4.549		0.000

According to Table 2, the constant value and the coefficient B for each variable, in the general model, are also decided according to the significance level. Regarding the significance level, regression is significant at $\alpha = 0.001$ level and the assumption of the linearity of the

relationship between the variable is confirmed, except the avoidance style.

Conclusion:

The number of managerial posts whose international engagement has become an integral part of its tasks is increasing nowadays. Certainly, one of the most important tasks of this group of managers is international interactions that are appropriate to other cultures. Providing solutions to promote cultural intelligence with the expansion of international work makes the need to foster the ability to help managers cope with advanced cultural complexity more and more urgent. Among various branches of intelligence, cultural intelligence is respectively a new category and a tempting domain of research for scholars. (Van Dyne et al, 2009)

The present study was conducted to investigate the relationship between decision making style with cultural intelligence among employees of hospitals in Kurdistan province, for the realization of which to general models of Scott and Bruce (1995) decision making styles and Ong et al cultural intelligence (2004).

Based on the results of the present study, there is a significant relationship between decision making styles and employees' cultural intelligence, approved with confidence of 0.99 by Pearson correlation coefficient (0.755) and standardized linear regression coefficient at the level ($\alpha = 0.001$).

The main reason for the existing relationship between decision-making style with the cultural intelligence of employees is that four dimensions of the five components of the decision-making styles are significantly related with cultural intelligence, resulting from the fact that employees believe in themselves and make decisions using appropriate sources and support of colleagues.



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الملخص:

اتخاذ القرار باعتباره جوهر لأنشطة المدراء في جميع واجباتهم ذو أهمية كبيرة. معظم المدراء يتبعون نماذج اتخاذ القرار مرتكزين علي خلفيتهم الثقافية. مع هذا تسعى هذه الدراسة إلي تحديد وكشف أساليب اتخاذ القرار مع الذكاء الثقافي في موظفي المستشفى بمحافظة كردستان. وقد أجريت هذه البحوث التطبيقية علي المنهج الوصفي والمسحي. الجمعية الإحصائية للبحوث هم موظفو المستشفى في محافظة كردستان جميعا وتم توزيع ٣٨٤ استمارة عند إجراء البحوث بطريقة أخذ العينات العشوائية البسيطة، وفي النهاية تم تحقيق وتحليل ٣٧١ استمارة باستخدام الاختبارات الإحصائية المعلمية (البارامترية) (معامل ارتباط بيرسون و رجرسيون). وتشير النتائج النهائية للبحث إلى وجود علاقة كبيرة بين أساليب اتخاذ القرار وأبعادها (النمط العقلاني، الأسلوب البديهي، الأسلوب الفراري ونمط التبعية) - إلا الأسلوب التجنبي - مع الذكاء الثقافي للموظفين. للأسلوب الانتمائي بين اساليب الانخاذ أكثر علاقة بالذكاء الثقافي وهذا نابغ عن أن أغلبية الموظفين يبحثون عن آراء الآخرين حول القرارات ويطلبون مساندة زملاء.

الكلمات الرئيسية: أساليب اتخاذ القرار ، الذكاء الثقافي ، المستشفى ، محافظة كردستان.

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