The Study of Faculty Members' Perception of Organizational Culture and Relationship Head of Department's Decision-Making Style

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ABSTRACT

The purpose of study was the Faculty Members' Perception of Organizational Culture and Relationship Head of Department's Decision-Making Style. Research approach was quantitative and survey method was applied. Research population was all faculties and HOD (Head of Department) in university of Kurdistan that was230 and based on Cochran formula 136(30 HOD &106 Faculty) was selection as Sample. The Tow standard questionnaires as research instrument were used organizational culture by Cameron and Style making decision by Rowe and Mason. The findings of this study showed that there are relationship between organizational culture factors and style decisions. There was also difference between the views of faculty members and managers in hierarchical organizational culture and style decisions. There is no difference between organizational cultures with demographic characteristics. There is relationship between organizational culture and style decisions. Finally organizational culture is a good predictor of decision-making style.

Keywords: organizational culture, style decision making, faculty, HOD, University ofKurdistan

INTRODUCTION

Our decisions shape our lives. Made consciously or unconsciously, with good or bad consequences, decisions are a fundamental tool we use in facing the opportunities, the challenges, and the uncertainties of life. Our success in all the roles we play reflects upon the decisions we make (Hammond, 1999). The practice of management is complex. Managers plan, organize, staff, direct, and control activities in ways that they believe will best accomplish the organization's objectives. While performing these functions, they are continuously making a variety of decisions that will have a significant impact on the success of the organization (Forgionne, 1991). Decision-making is an essential part of management and effects the operations of any organization. Decision-making is the most important managerial function, and it is one upon which the success or failure of any organization depends (Barnard, 1938; Yukl,1994). Decision-making is a much slower process than one might imagine, involving as it does a blend of thinking, deciding, and acting (Stueart & Moran, 1993). Leonard, Scholl, and Kowalski (1999) argue that the decision-making is a fundamental function in organizations and the quality of the decisions that managers make influences their effectiveness as managers, and the effectiveness of managers, in turn, affects the success or failure of the organization.

Past research suggests that organizational culture is a primary and often –overlooked key to understanding decision-making process (stone2002). Accordingly, it can be assumed that culture should be factored in when assessing an organization's crisis decision-making process. Before elaborating upon the links between organizational culture and decision-making, it is first necessary to establish a context for these terms. Schein(1985)describes an organization as an identifiable group having a significant shared history and long-standing traditions. Organizations are not static, however ,they are open systems in constant interaction with their external and internal environments. Culture is a complex phenomenon .it includes the basic assumptions and belief that members of a group share.Thus, culture

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becomes associated with a set of decision-making norms and mores that facilitate the solving of problems repeatedly encountered in the workplace. Organizational culture direct effect on the goals and motivation and performance and decision –making(amirabiri,2012).every managers has to following style when decision –making (yazd hasti,2009).unfortunately ,, in higher education .little research has been done on the impact of organizational culture on decision –making. the main problem is this can be claim There is a correlation between organizational culture and decision-making style.

Since universities of Iranian intends to make great changes in its structure, and target the obtained results will provide an appropriate situation for implementation and betterment of optimization techniques in this university and upgrading its output. Furthermore, with a sufficient knowledge about organizational culture of university, managers are able to remove any probable shortages and make it ready for optimization and successful changes.

MATERIAL METHODOLOGY

The research has used a correlation- descriptive methodology because the correlations between organizational culture and decision–making in Kurdistan's university have been measured. A statistical population in this study was all Faculty Members230 and 136Sample is based on a Cochran formula selection. Data collection tool was a 3-part questionnaire. The first part was related to general demographic items. The second part included different items about organizational culture and the third part was about relevant items of decision making style. In order to evaluate culture organizational Cameron & Quinn organizational culture model was used. Moreover, decision making style, decision making style Rawe and mason(1992) model was employed . Cameron &Quinn(1999) questionnaire of organizational culture has been designed in 24 items for Participatory culture, hierarchical culture, rational culture, development culture. Questionnaire about decision making 20item for consist of Directive style, analytical style, behavioral style and Conceptual style. The items were designed on a five-point Likert scale. Moreover, to see the Validity of the questionnaires was confirmed by several professors of education, Cronbach's alpha coefficient was calculated for both questionnaires. Reliability for organizational culture and decision making (0.94),(0.88).

RESEARCH HYPOTHESES

Study of faculty perceptions of organizational culture and its relationship to decision-making styles of managers.

1. What is the status of organizational culture from the perspective of faculty?
2. What is the status of organizational culture from the perspective of head of departments?
3. There is Difference between organizational culture a point of view faculty and managers
4. There is a correlation between organizational culture and decision-making style.

FINDINGS

Information analysis about level of education, age, sex and years of service's sample is as follows:

Education: 100% have PhD degree .

Sex: 14% (19 person) female and 86% (117 person) were male participants.

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Age: 4% was under 30 year old (6 person), 30% between 31-40 years old (40 person) and 60%   between 41-50 years old (80 person), 6% between 41-50 years old (10 person),

Years of service: 20% of participants have less than 5 years of background of work (36 person), 70%between 5-10 years (90 person) and 10% between 11-15 years (10 person).

Table 1. What is the status of organizational culture from the perspective of faculty?

Faculty	*Organization cultures*	*Higher Average*	*Violation criterion*
Faculty of Persian literature, foreign language	Participatory culture	4/05	0/62090
Faculty of Humanities and Social Science	Hierarchical culture	3/68	0/51
Faculty of Engineering	Participatory culture	3/68	0/67
Faculty of Basic Sciences	Hierarchical culture	3/82	0/29
Faculty of Agriculture	Hierarchical culture	3/50	0/38
Faculty of Natural Resources	Rational culture	3/24	0/18

Dominant in the Faculty of Persian literature, foreign language and Engineering Participatory culture and Faculty of Humanities and Social Science and Basic Sciences and Agriculture hierarchical culture and Natural Resources rational culture

Table 2. What is the status of organizational culture from the perspective of head of departments?

Faculty	*Organization cultures*	*Higher Average*	*Violation Criterion*
Faculty of Persian literature, foreign language	Participatory culture	4/11	0/19
	Hierarchical culture	4/11	0/15
Faculty of Humanities and Social Science	Participatory culture	3/76	0/49
Faculty of Engineering	Participatory culture	4/16	0/25
Faculty of Basic Sciences	Participatory culture	3/55	0/38
Faculty of Agriculture	Participatory culture	3/41	0/34
Faculty of Natural Resources	Participatory culture	3/44	0/53

Dominant In the Faculty of Engineering and Faculty of Humanities and Social Science and Basic Sciences and Agriculture and Natural Resources Participatory culture and in the Faculty of Persian literature, foreign language Participatory culture hierarchical culture.

Table 3. There is difference between organizational culture a point of view faculty and managers?

Organizational Culture	*t*	*df*	*Sig. (2-tailed)*
Participatory culture	-1/873	134	0/063
Development culture	-/161	134	0/873
Rational culture	1/076	134	0/284
Hierarchical culture	2/205	134	0/029

According to the table and T Hierarchical culture from the perspective of faculty and of managers, there is significant difference and Zero hypothesis is rejected

Table 4. There is a correlation between several organizational culture and decision-making styles.

		Directive style
	R	-0/804
Participatory culture	Sig	0/00
	N	136
	r2	47

According to table it can be claimed that there is inversely related between Participatory culture &decision-making Directive style that with 99% level the accepted.

Table 5. There is a correlation between organizational culture and decision-making style.

		Analytical Style
	R	-0/724
Participatory culture	Sig	0/00
	N	136
	r2	53

According to table it can be claimed that there is inversely related between Participatory culture &decision-making analytical style that with 99% level the accepted.

Table 6. There is a correlation between organizational culture and decision-making style.

		Directive Style
	R	-0/658
development	Sig	0/00
culture	N	136
	r2	61

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According to table it can be claimed that there is inversely related between development culture & decision-making Directive style that with 99% level the accepted

Table 7. There is a correlation between organizational culture and decision-making style.

		analytical style
Development Culture	R	-0/741
	Sig	0/00
	N	136
	r2	67

According to table it can be claimed that there is inversely related between development culture & decision-making analytical style that with 99% level the accepted.

Table 8. There is a correlation between organizational culture and decision-making style.

		Directive style
Rational Culture	R	0/866
	Sig	0/00
	N	136
	r2	58

According to table it can be claimed that there is relationship between Rational culture & decision-makingDirectivestylethat with 99% level the accepted.

Table 9. There is a correlation between organizational culture and decision-making style.

		analytical style
Rational Culture	R	0/793
	Sig	0/00
	N	136
	r2	83

According to table it can be claimed that there is relationship between Rational culture &decision-making analytical that with 99% level the accepted

Table 10. There is a correlation between organizational culture and decision-making style.

		Directive style
hierarchical culture	R	0/966
	Sig	0/00
	N	136
	r2	79

According to table it can be claimed that there is relationship between hierarchical culture & decision-making Directive style that with 99% level the accepted.

Table 11. There is a correlation between organizational culture and decision-making style.

		analytical style
	R	0/88
Hierarchical Culture	Sig	0/00
	N	136
	r2	73

According to table it can be claimed that there is relationship between hierarchical culture &decision-making analytical that with 99% level the accepted

CONCLUSION

Organizational culture role very important in the organization (Corte& Chermack:2007). Organizational culture effect all thing in the organization and there are few research in the higher education related subject .often cultural analysis in the higher education general and non specialized model used(warner,2002).In the present study the concept of organizational culture, decision-making style and the relationship between them was examined in Kurdistan University was evaluated. For doing so after data collection procedures and analyzing them by appropriate statistical techniques the dominant situation in Kurdistan university was examined Results indicated that the dominant culture in Kurdistan university is hierarchical culture , hierarchical culture focuses on issues and internal control and formal structure and politic and law Moreover Just consider efficiency and less care to individuals and their participation in the organization .research's Abasi (2009) & Kochaki (2013) & Hasanzade (2012) confirmed. Since universities of Iranian hierarchical culture and decision –making Directive style dominant because need for change to university in the Iran and especially Kurdistan university intends to make great changes in its structure, and target the obtained results will provide an appropriate situation for implementation and betterment of optimization techniques in this university and upgrading its output. Furthermore, with a sufficient knowledge about organizational culture of university, managers are able to remove any probable shortages and make it ready for optimization and successful changes.

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