Original Article

Investigating the Relationship between Decision Making Styles of Management and Organizational Health with Mediating role of Deviant Behavior of Staff (Case study: Ministry of Transportation

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ABSTRACT

The purpose of this study was to investigating the relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff. The population consist of 187 staff. The researcher obtained the data for the study from a sample of the 125 staff of ministry of transportation were selected. A data collection instrument is included demographic questionnaire, questionnaire of decision management, organizational health, and deviant behavior. Data analysis included descriptive statistics, model of structural relations with Lisrel software (version *8.5*). The results of this study show the, there is a significant relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff. According the results, there is not relationship between decision making styles of management and organizational health.

Keywords: Decision making, Styles, Organizational health, Deviant behavior.

Introduction

Every day people are faced with the need to make decisions. Decision-making, therefore, encompasses an array of processes some of which have been the subject of extensive investigations (Starmer, 2000). One of the key functions of leaders is to set long-term goals for their organizations. Studies of decision making have revealed numerous versions of the decision-making process that depend both on internal factors and the organization's context. Examples of such studies are the effect of economic factors on decision-making (Starmer, 2000; Tversky & Thaler, 1990), the effects of political factors (Bianco, 1984; Dorff & Steiner, 1981; Hanson, 1970), the effects of social factors (Myers, 2000; Sturn, 1999; Prechel, 1994), as well as the effect of psychological

factors (Ravlin and Meglino, 1987; Rowe, Boulgarides, McGrath, 1984; Gelatt, 1962).
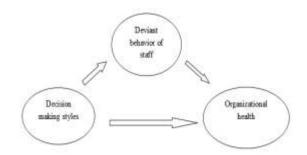
Rowe et al. (1984) proposed the term decision style, which reflects the way a person uses information to reach a decision. Decision style focuses the attention to the way one uses information and derives meaning from it. People may be classified in two opposing end of a continuum. One end represents those who use the least amount of data and thus who save time. The other end represents those who use the greatest amount of data and try to achieve the best possible solution without any concern for time. Decision style has been conceptualized as a value orientation/personal, value that forms four basic styles depicting four combinations of styles: (a) directive, (b) analytical, (c) conceptual, and (d) behavioral. These four styles are the Cognitive Complexity Model developed by Rowe and Mason (1987). The Cognitive Complexity Model represents an attempt to characterize the way people arrive at decisions. It uses knowledge gleaned from social psychology, cognitive psychology, structural engineering, organization behavior, and information systems. The four styles of the Cognitive Complexity Model are as follows: (1) The Directive style, that characterized by low tolerance for ambiguity and low cognitive complexity. The orientation is focused on task and technical concerns. (2) The Analytical Style, that characterized by high tolerance for ambiguity. (3) The Conceptual style, that characterized by high tolerance for ambiguity and high cognitive complexity. (4) The Behavioral style, that characterized by low tolerance for ambiguity and low cognitive complexity (Boulgarides & Cohen, 2001; Connor & Becker, 2003; Rowe & Davis, 1996; Rowe & Mason, 1987). According to Rowe and Boulgarides (1992), identifying one's decision style may predict behavior such as reactions to stress, motivation, problem solving abilities, and general manner of thinking. The decision profile of any given individual reflects a combination of all four styles. It may be characterized as either one dominant style or as a balanced profile with all four at a similar strength.

Matthew Miles defines a healthy organization what is clear in this definition. This is a healthy organization from outside forces to successfully deal with the effectiveness of its force in the direction of the main goals and objectives will guide the organization (Hui and Myskl, 2008). Organizational health of their organization's ability to surviveand healthy enterprise and long term symptoms in a healthy organization from its shows (Vine, 1986). Abbaszadeh organizational characteristics that are healthy atmosphere can be expressed as follows: The exchange of information is reliable flexible and creative to make the necessary changes according to information obtained. Unity is a commitment to organizational goals (Seyed AbbasZadeh, 1990). Safe and healthy, public health organizations and is considered a national identity (Sedghi Bu kani, 2006).

The new framework of organizational healthby seven after the overall patterns of behavior and specific interactions within the school are defined (Alageband, 1999). Parsons on the theory of organizational health at three levels and each of the following components.1) a technical level. (Technical). Technical level is low level system. Where the actual product and the organization are paid.A spirit: the spirit to feel confident, trust, compassion and friendship that exists between teachers cites. Teachers have a good feeling to each other and yet feel that they are doing their job well. The scientific focus: student

learning refers to the school they are respected. 2) Administrative levels of management: the system of internal mediation efforts, they will control and include: compliance: Observed: the expression of behavior is open to staff, is friendly and protective. Consideration indicates behavior reflects respect, mutual trust, and cooperation and noted Gray's words, and kindly meant, but honestly given to teachers as professional colleagues is. The support and resources: is the amount of materials and equipment required and requested by teachers. Support resources that the school has the necessary training materials and additional equipment is easily accessible. 3) The institutional level, institutional level, relate to the organization with its environment and includes: Influence a manager: the manager's ability to influence decisions. Influential director was encouraging and the effectiveness of the works but is independent in thought and action. Institutional unity is the school's ability to adjust and adapt with the environment in ways that protect the health curriculum. The aim of this study was to investigating the relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff.

Research model

Figure 1. The Research model

Research Hypothesis

(1) There is a significant relationship between deviant behavior of staff and organizational health.

(2) There is a significant relationship between decision making styles of management and deviant behavior of staff.

(3) There is a significant relationship between decision making styles of management and organizational health.

(4) There is a significant relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff.

Research methods

This research is descriptive and correlational. The population consist of 187 staff. The researcher obtained the data for the study from a sample of the 125 staff of ministry of transportation were selected. A data collection instrument is included demographic questionnaire, questionnaire of decision making styles of management (Scott & Bruce, 1995), organizational health (Hoy & Fidman, 1996), and deviant behavior (Movakeli et al, 2006). The cronbach's alpha that obtained from the pilot data was 0.88 for questionnaire of decision management practices, 0.86 for organizational health, 0.86 for deviant behavior. Data analysis included descriptive statistics, models of structural relations with Lisrel software (version   *8.5*).

Table 1. The fit indices of research model

Estimated values	Standard values	Fit index
461	-	Degrees of Freedom
1130.64	-	Chi-Square
0.086	0.05	RMSEA
0.91	0.9	NFI
0.94	0.9	NNFI
0.96	0.9	CFI
0.062	0.05	RMR
0.78	0.9	GFI
0.71	0.9	AGFI

The results of this study show the, indicators of compliance rate or fit index were in a relatively acceptable level.
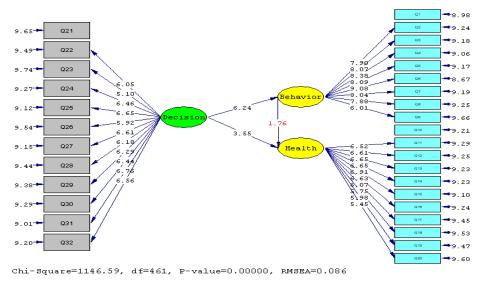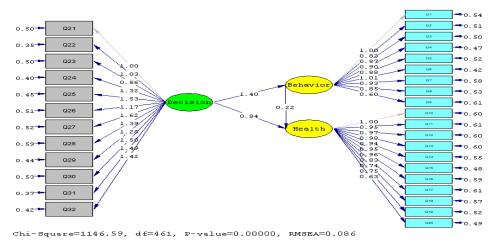
Test of the structural model

Chi-Square=1146.59, df=461, P-value=0.00000, RMSEA=0.086

Figure 2. The base model with values of t

Chi-Square=1146.59, df=461, P-value=0.00000, RMSEA=0.086

Figure 3. The base model with values of β

Results

(1) There is a significant relationship between deviant behavior of staff and organizational health.

H0: There is not a significant relationship between deviant behavior of staff and organizational health.

H1: There is a significant relationship between deviant behavior of staff and organizational health

According the results, there is relationship between deviant behavior of staff and organizational health. Thus H0 is rejected and research hypotheses is approved ($t = 6.24, \beta_{22} = 1.40$).

Table 2. The results of hypothesis 1

Hypothesis	Path coefficient (β)	T statistic	Result
There is a significant relationship between deviant behavior of staff and organizational health	1.40	6.24	approved

(2) There is a significant relationship between decision making styles of management and deviant behavior of staff.

H0: There is not a significant relationship between decision making styles of management and deviant behavior of staff.

H1: There is a significant relationship between decision making styles of management and deviant behavior of staff

According the results, there is relationship between decision making styles of management and deviant behavior of staff. Thus H0 is rejected and research hypotheses is approved ($t = 3.55, \beta_{22} = 0.84$).

Table 3. The results of hypothesis 2

Hypothesis	Path coefficient (β)	T statistic	Result
There is a significant relationship between decision making styles of management and deviant behavior of staff	0.84	3.55	approved

(3) There is a significant relationship between decision making styles of management and organizational health.

H0: There is not a significant relationship between decision making styles of management and organizational health.

H1: There is a significant relationship between decision making styles of

management and organizational health According the results, there is not relationship between decision making

styles of management and organizational health. Thus H0 is approved and research hypotheses is rejected ($t = -1.76, \beta_{22} = 0.22$).

Table 4. The results of hypothesis 3

Hypothesis	Path coefficient (β)	T statistic	Result
There is a significant relationship between decision making styles of management and organizational health	0.22	-1.76	rejected

(4) There is a significant relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff.

H0: There is not a significant relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff

H1: There is a significant relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff According the results, there is relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff.

Table 5. The results of hypothesis 5

Hypothesis	Coefficient	Result
There is a significant relationship between decision making styles of management and organizational health with mediating role of deviant behavior of staff	1.40×0.22=0.30	approved

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