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Assessment of relationship between the general style of decision-making and productivity of employees

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Abstract

Decision-making, as one of the basic tools and action skills of each organization and one of the executives and employees. Despite understands the importance of decision-making in management science and organizational behavior, human knowledge is still limited and often unclear about it. This lack of knowledge about the nature of matter and factors associated with decision-making and decision-making styles and techniques. However, because the decision a major role in the future of the organization and relationships in organizational life is not to be its impact on the organization and conduct of the staff was unaware of and for research titled investigate the relationship among public decision-making and efficiency staff have done a study population, all staffs Azad University of yasouj that the number of 130, and using Morgan table 102 as the sample size selected by simple random sampling is used, methods of descriptive and to collect data from two questionnaires general style of decision-making and Staff productivity was used. To measure the general style of decision-making and its dimensions of 25 questions questionnaire Scott and Bruce (1995) have been used. Cronbach's alpha reliability of the technique used to measure the amount of which 0.71 are source of survey questionnaires Shaemi Barzoki employee productivity and Mohammadi (2014) is taken, 0/91reliability with Cronbach's alpha was obtained. And to test the hypotheses of Kolmogorov-Smirnov factor test, Pearson and Spearman correlation coefficient and multiple regression is used. Consequently, refresh and most important obtained in this study thus whose general style of decision-making and there is no correlation employee productivity.

Keywords: general style of decision-making, knowledge management and efficiency

1. Introduction

human resources and special tools and, finally, it is necessary to use the skills and tools of these structures is essential. (Hersey and Blanchard, 1995). To assess the organization or administration of their goals were and have been able to reduce costs, objectives and tasks to advance to the terms of effectiveness and efficiency for they have used the sum of the two organizational productivity included be. A variety of factors and indicators on the efficiency of each organization involved. In determining the factors affecting the efficiency of different opinions out there and each of the scientists and experts of factors as contributing factors have defined and outlined factors such as job training, ongoing management and employees, motivation of employees to work better and more create the appropriate fields for the initiative and creativity of managers and employees, establishing a proper system of pay based on performance and establish a system of punishment and encouragement, discipline, work ethic and social transformation in SA System and methods that have a key role, strengthening the rule and control of the organization's policies and savings in efficiency are effective as a national duty.

Almost all the authors in this field agree that improving the productivity of a specific cause can not be provided but also improve productivity as they should be due to a combination of factors (Imam Meybodi, 2001). Herbert Simon Herbert (1947) decision original ink management knows in his opinion, the decision-maker is a person who at the intersection of roads in the moment selection is ready to put on a foot path (Alvani, 2005). Style of decision making represents a pattern of habits that they have when deciding to use the general style decision of each individual is influenced by his personality traits in dealing with issues and respond to them. (Tanelhom, 2004). Many studies have been done in the style of decision-making and staff issues, for example in research Hadizadeh Mrs. Maryam Tehrani Moghaddam and to explain the relationship between emotional intelligence and decision-making styles of the five studied by Pearson correlation test. The results show that between emotional intelligence and rational decision-making styles and avoidance managers a negative and significant correlation between emotional intelligence and intuitive management decision-making style is a positive and significant relationship. Dependence between emotional intelligence and decision-making styles and Annie significant relationship was observed in this study. (Hadi Tehrani Moghaddam born 2012). Smith (2011) in their study found that men and women use the intuitive style no significant difference between the light and there is no significant relationship between the rational and intuitive. Schvmakr (2010) study finds that a rational relationship between avoidance style and there is a statistically while in the style of decision-making that relationship was observed. Thompson (2010) in a study that found that among the styles of management decision making on the basis of gender, age there is no significant difference. Since one of the weaknesses in the management of our present weakness in decision-making or the way wrongly deciding that the weakness of bugs and problems in the management system of our country (Iran) has frequently been observed that due failure to make a better decision making by managers cause a substantial loss to the shape of the state and the nation, many of which are irreparable among them will be a waste of financial and human resources in development projects, education, environmental, health and health, sports and community and is appropriate decisions by managers. makes the organization in presenting the tasks and mission of the organization Straw trouble and discontent with society and provides client. In this paper, the research're looking at whether the relationship between the general style of decision-making and its impacts on the productivity of employees there? To understanding the style and manner of the decision to increase the efficiency of employees to managers, employees and enthusiasts to see the data and apply the proper way of decision-making and the optimum of situations cause.

2. literature study

2-1 Decision

In the individual decides. Not only in terms of management decisions. Ordinary people are making decisions that affect enterprises and organizations. Everyone is so concerned with the decision. Among the many ways that is before him should select one of the pre-election good about the results reflect the type of action. Have strengths and weaknesses and assess the pros and cons views (Robbins, 2009). Decision management is an integral component in any management task is to somehow manifest. The policy of the organization, in the formulation of objectives, organization design, selection, evaluation and management of all actions and decisions staple and basic elements. Style of decision making represents a pattern of habits that they have when deciding to use the general style decision of each individual is influenced by his personality traits in dealing with issues and respond to them (Tanelhom, 2004). Researchers style of decision-making differently presented, Scott and Bruce (1995), 5 style of management decision making, including decisions are rational, intuitive, avoidant, dependent and Annie have presented and believe these five styles influenced by the characteristics of internal and personality is used as a model in this study.

1. The style of decision-making rational: searching for information comprehensively and innovation and the creation of possible options and evaluate reasonable alternatives are (Scot & Brouce, 1995). The decision-making style of the late aware and knows every decision on what as a result of lead and can make decisions based on the results of the sort and organize priorities (Eberlin, 2005). Using optimization strategies to maximize goal attainment (Hoy & Miskel, 2008). So people in this style to determine and evaluate all possible solutions and to determine the consequences of each of the solutions is to choose the best solution.

2-style decision-making intuitive: Robbins (2009) believes that the style of the unconscious decision that in light of the experiences derived and obtained based on emotions and implicit learning is individual and not necessarily separate from the analysis of the action shadow distillation of experience. it would be reasonable and rational analysis as necessarily apart L do not, but the two complement each other (Robbins, 1377).

3-style decision-making depends on the style of the person to make decisions, and emerging issues rather than consult with others to solve. More interested to hear advice and tips that can be done by others (Scot & Brouce, 1995).

4-style decision-making Annie: proves an emergency situation that the person fiat previous, immediately and in the shortest possible time the original decision to adopt the (Scot & Brouce, 1995) may be the way to decide the circumstances in which the administrator creates be. The use of these light crude means taking decisions, because in this way is also a director on the basis of experience and data that decides.

5-style decision-making Avoidance believe Parker and his colleagues (2007) This style means deferring decisions when faced with problems and dodge response to the problem is occurring. In this way the decision would like any decision avoided as much as possible from the position of decision-making, avoiding the (front and Tehrani, 2008) so that it can be said that the person taking the decision of fear and worry about the consequences of their decisions are.

2-2 Productivity

resources used and the effectiveness of the level of achievement of the objectives of the preset; on the other hand, factors such as absenteeism, slow work, delays and incident creation, can appropriate measures to assess performance are (Robbins, 2012). at the individual, group and organizational agents affecting individual performance are: ability, learning, personality, perception, motivation (ibid.).

In another definition efficiency efficient use of factors of production to produce goods and services of interest total factor productivity, reduce production costs and increase the competitiveness of manufacturers in the market. In fact, the growth of total factor productivity, reduce price levels in it. Productivity, the basic source of national development and survival of the industry (Hamid padas).

2.2.1 Factors influencing the increase in labor productivity

In determining the factors affecting the efficiency of different opinions out there and each of the scientists and the experts of factors as contributing factors have defined and outlined factors such as job training, ongoing management and employees, motivation of employees to work better and More create the appropriate fields for the initiative and creativity of managers and employees, the establishment of appropriate performance-based pay and establish a system of punishment and encouragement, work ethic and discipline, social delivery Systems and methods are critical in that role, strengthening the rule and control of the organization's policy on saving efficiency is effective as a national duty.

The Hersey and Goldsmith factors affecting employee performance factors that influence employee performance in accordance with the model ACHIEVE. These factors include the ability, knowledge and skills, sharpness (perceived or image plays), assists (organizational support), motivation (desire), evaluation (training and performance feedback), credit (Acts valid and salaries) and the environment (fittness environment), (Hersey and Blanchard, 1375).

3. Methods

Given that this study aimed to explore the relationship between the Five Basic style decision-making rational, intuitive, dependent, spontaneous and avoidant staff productivity has been studied, this study is a descriptive study where the sample through correlation assumptions have been examined and it can be considered in applied research Vrd.jamh of the research staff of about 130 people are Yasouj University. Using Morgan table, 102 people were sampled in this study a sampling of simple random sampling method is used. Research to collect data from two questionnaires general style of decision-making and productivity of employees. To measure public the decision of the questionnaire of 25 questions Scott and Bruce (1995) by Mrs. Maryam Tehrani (2008) were used for assessing the reliability of Basic style decision on the five dimensions of style rational, intuitive, dependent, spontaneous and avoidance techniques used Cronbach's alpha values are 0.71 Shaemi Barzoki research questionnaire employee productivity and Mohammadi (1393) has been included, which has seven employees ability, understanding, organizational support, motivation, feedback, reliability and environmental compatibility assessed and structural validity of this tool by experts, reliability This has been achieved by Cronbach's alpha 0/91. Likert response scale is both the scale of 5 options.

4. analyze data

In order to analyze the data, inferential statistics such as - Test Kolmogorov-Smirnov normality or non-normality of the data in Table 1 were used, the results of this test showed that the variables Basic style

decision of normality do not have and its dimensions, including decision-making style rational, intuitive, dependent, avoidant and spontaneous and variable employee productivity with the normal, so the Spearman correlation coefficient to measure the relationship between public decision-making and employee productivity and Pearson correlation test for other test hypotheses and version 22 software Spss analysis The data is used.

Table 1: Kolmogorov-Smirnov test

Sig	k-s-z	Variable
0.792	0.650	General style of decision-making
0.138	1.156	Rational style
0.194	1.080	Intuitive style
0.311	0.964	Attachment style
.0359	0.925	
0.150	1.318	Avoidant style
0.313	0.962	Annie style

5-1 The main hypothesis testing

The general style of decision-making and there is a significant relationship between employee productivity.

To investigate the hypothesis above statistics, the following hypotheses are tested on:

H0: the general style of decision-making and there is no significant relationship between employee productivity.

H1: the general style of decision-making and there is a significant relationship between employee productivity....

Table 2: Correlation general style of decision-making and employee productivity

Descriptive	Sig	r	variable
Does not exist	0/056	0/189	Basic style Decision making

The findings from the study of the relationship between the general style of decision-making and employee productivity using Spearman correlation test at 5% level in Table 2 is shown. As a result there is a correlation between the general style of decision-making and employee productivity (r:0/189) and the significance level (Sig =0/056) is Which shows there is no correlation between the two, and given the 95% confidence level is achieved significantly greater than 0/05 (0/56Sig>) then the hypothesis is not confirmed. So H0 that there is no significant relationship between the general style of decision-making and employee productivity is confirmed and we can say that the general style of decision-making and there is no significant relationship between employee productivity.

6-2 hypothesis testing

1-style rational decision and there is a significant relationship between employee productivity.

To investigate the hypothesis above statistics, tested hypotheses on behalf of the following:

H0: the rational decision-making style and there is no significant relationship between employee productivity.

H1: between rational decision making style and there is a significant relationship between employee productivity.

Table 3: Correlation of rational decision-making style and productivity of employees

Descriptive	Sig	r	variable
down	0/009	0/258	Rational style

The findings from the study of the relationship between rational decision making style and productivity of employees using Pearson correlation test at 5% level in Table 3 is shown. As the result of the test can be observed correlation between rational decision making style and productivity of employees (r =0/258) and the significance level (Sig =0/009), which shows the correlation between the two there considering 95% confidence level, the achieved significance level of less than 0/05 (Sig <0.05) then the hypothesis is confirmed. So H1 assume that there is a significant relationship between employee productivity and rational decision-making style is confirmed. So we can say staff productivity is a significant relationship between style and rational decision-making, and the use of rational decision-making style is high employee productivity will increase.

2-style decision-making intuitive and there is a significant relationship between employee productivity.

To investigate the hypothesis above statistics, tested hypotheses on behalf of the following:

H0: the intuitive style of decision-making and there is no significant relationship between employee productivity.

H1: the intuitive decision-making style and there is a significant relationship between employee productivity.

Table 4: Correlation intuitive style of decision-making and employee productivity

Descriptive	Sig	r	variable
down	0/026	0/220	Intuitive style

The findings from the study of the relationship between intuitive decision-making style and productivity of employees using Pearson correlation test at 5% level in Table 4 is shown. As the result of the test can be observed correlation between intuitive decision-making style and productivity of employees (r =0/220) and the significance level (Sig =0/026), which shows the correlation between the two there considering 95% confidence level, the achieved significance level of less than 0/05 (Sig <0.05) then the hypothesis is confirmed. Thus, assuming H1 that there is a significant relationship between decision-making style is intuitive and employee productivity is confirmed, then we can say that the style of decision-making intuitive and employee productivity have a significant relationship and the level of decision-making style intuitive greater interest increase employee productivity.

3-style decision-making and there is a significant positive relationship of dependency and employee productivity.

To investigate the hypothesis above statistics, tested hypotheses on behalf of the following:

H0: the style decisions there is no significant relationship of dependency and employee productivity.

H1: the decision-making style and productivity of employees dependence There is a significant relationship.

Table 5: Correlation decision-making style and productivity of employees dependence

Descriptive	Sig	r	variable
Does not exist	0/602	0/052	Attachment style

The findings from the study of the relationship between attachment style of decision-making and employee productivity using Pearson correlation test at 5% level in Table 5 are shown. As the result of the test can be observed correlation between employee productivity and decision-making style attachment (r =0/052) and the significance level (Sig =0/602), which shows the correlation between the two there considering 95% confidence level, given the significant level of greater than 0/05 (Sig>0/05) then the hypothesis is not confirmed.

4-style decision-making there is a significant relationship avoidance and employee productivity.

To investigate the hypothesis above statistics, tested hypotheses on behalf of the following:

H0: between avoidant decision making style and there is no significant relationship between employee productivity.

H1: between avoidant decision making style and there is a significant relationship between employee productivity.

Table 6: Correlation between avoidant decision making style and productivity of employees

Descriptive	Sig	r	variabl
Low and negative	0/011	0/252	Avoidant style

The findings from the study of the relationship between avoidant decision making style and productivity of employees using Pearson correlation test at 5% level in Table (6) is shown. As the result of the test can be observed correlation between avoidant decision making style and productivity of employees (r =-0/251), and the level of significance (Sig =0/011) show that between there is an inverse correlation between confidence and according to 95%, achieved a significant level of less than 0/05 (Sig <0.05) then the hypothesis is confirmed. Thus, assuming H1 that there is a significant relationship between decision-making style avoidance and employee productivity is confirmed and we can say that the decision-making style avoidance and employee productivity is a significant relationship exists, then the amount of decision-making style avoidance is high employee productivity will decrease and conversely, whatever the style is less avoidance decisions will increase employee productivity.

5-style instant decision making and employee productivity there is a significant relationship.

To investigate the hypothesis above statistics, tested hypotheses on behalf of the following:

H0: the real-time decision-making style and there is no significant relationship between employee productivity.

H1: between style instant decision making and employee productivity there is a significant relationship.

Table 7: Correlation instantaneous decision-making style and productivity of employees

Descriptive	Sig	r	variable
Does not exist	0/732	0/034	Annie style

The findings from the study of the relationship between real-time decision-making style and productivity of employees using Pearson correlation test at 5% level in the table (7) is shown. As the correlation between the test results can be seen and immediate decision-making style and productivity of employees (r =-0/34), and the level of significance (Sig =0/732) is Which shows there is no correlation between the two, and given the 95% confidence level, given the significant level of greater than 0/05 (Sig>0/05) then the hypothesis is not confirmed. So H0 that there is no significant relationship between employee productivity and decision-making style instantly confirmed

5. The results of linear regression

In order to predict employee productivity by general style of decision-making in the organization of simultaneous multiple regression analysis (Enter) is used. Table 8 shows the details of this analysis. As the table shows, the independent variables are: (1) rational decision making style (X1), 2- intuitive decision-making style (X2), 3- style dependence decisions (X3), 4- avoidant decision making style (X4) 5- real-time decision-making style (X5).

Table 8: Regression analysis

P	t	Beta	B	Variable
0 /000	7/273	**	65/579	constant number
0/113	1/601	0/178	. /544	Rational style
./290	1/064	0/116	./390	Intuitive style
0/551	./598	./058	./220	Attachment style
./13	-2/528	./347	-0/876	Avoidant style
./757	./311	./030	0 /106	Annie style
F= 3/028;	Sig= 0/014;			
R= 0/367;	R^2= 0/135 ;	R^2 Adjust= 0/090		

The dependent variable of the study is employee productivity.

According to Table (8) The correlation coefficient, the square of the correlation coefficient or the coefficient of determination shows that the correlation between the variables in such a way is 367/0. The coefficient of determination indicates that employee productivity by 135/0 percent of the variable aspects of public decision-making styles will be covered.

F value is calculated at 95% (000/0 = sig and 028/3 = F) represents the regression model is significant.

y = 579/65 + (0/178) X1 + (0/116) X2 + (0/058) X3 + (0/347) X4 + (0/030) X5

Where Y dependent variable, a constant, β beta and x is the standard error.

In this equation regression coefficient shows that with the increase of independent variables such as: the general style of decision-making and styles rational, intuitive, dependent, avoidant, and Annie, the dependent variable (productivity) will also change. The results of the above table shows that the predictor variables 0/135 percent (0/135- R2) of the variation in the criterion variable (productivity) to predict. On the other hand, the standardized regression coefficients (beta) suggests that avoiding most of the decision-making styles in predicting the dependent variable (productivity) is.

6-Conclusion

Given that the overall objective of this study was to investigate the relationship among public decision-making and employee productivity in order to provide effective solutions to increase the productivity of employees. Finally, the survey results showed that the three hypotheses were confirmed and three hypothesis was not confirmed. As the hypotheses testing suggests the main hypothesis of the Basic style decision-making and employee productivity correlation does not exist and has not been confirmed from Table 2, it can be concluded that Basic style decisions on employee productivity is not effective and increases the or reduce employee productivity is not. Given that the general style of decision-making dimensions to test various aspects of the genre following results were obtained:

1 - one style dimensions of public decision-making, rational style. Table 3 rational decision making style associated with employee productivity is low and solidarity test this hypothesis can be concluded that the use of rational decision-making style will increase employee productivity.

2 -other dimensions after the general style decision, intuitive style. Based on the data in Table 4 it can be deduced that this decision is also associated with employee productivity and the correlation value is low and increase employee productivity.

3-dimensions dependency and immediate decisions regarding employee productivity with no correlation between the presence of time.Try result of this type of decision has no impact on employee productivity.

4-Table 6 avoidant decision making style associated with employee productivity and solidarity, it is just the opposite. This means that much of the decision-making style is avoidance to avoid further employee productivity and vice versa when this method is used is reduced employee productivity.

5. The results of linear regression using both methods showed that five variables affecting the correlation is significant impact on employee productivity And in general with regard to the significance of the model and standardized regression coefficients (beta), decision-making style avoidance X4= (0/347) as the most important factor influencing the dependent variable employee productivity was introduced and variable style of decision-making rational, intuitive dependence instantaneous values respectively (0/178), (0/116), (0/58) and (0/030), are next in line.

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