ARTICLE TITLE: IMPACT OF ORGANIZATIONAL CULTURE ON DECISION MAKING STYLE
(EMPIRICAL FINDINGS OF TEXTILE INDUSTRY IN PAKISTAN)

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ABSTRACT:_The primary objective of this research is to measure the effect of organizational culture dimensions such as task orientation and people orientation on the choice of managers' decision making style (DMS) in Pakistan. This research is based on positivism paradigm because the mode of inquiry is quantitative to test the existing theory. To analyze the theme, data were collected from sample unit of 230 managers, including first and second level managers through a structured questionnaire from eight companies in the private textile sector. Multinomial logit regression analysis has been used for data analysis. Our findings indicate that there is a significant relationship between cultural dimensions and the choice of managers' decision making style. In general, pseudo-consultative style and autocratic style are mostly preferable adopted style of decision making. Furthermore, Results of the present study show that in task oriented culture managers are more likely to choose an autocratic style and the Pseudo consultative style of decision making, whereas, in people oriented culture managers frequently use participative and delegatory style. Thus, managers should be aware of their choice and adopt such a decision making style that is appropriate in a particular culture since it will enhance the job success and effective decision making._

Key Words: _organizational culture, task orientation, people orientation, decision making style, autocratic style, pseudo-consultative style, consultative style, participative style and delegatory style._

INTRODUCTION:

The textile sector covers a significant part of Pakistan's exports. Pakistan enjoys being the 8th largest exporter of textile products in the world. It provides career opportunities to about 15 ten hundred thousand people, which is 30% of the 49 million work force of the country. The Textile and Clothing Industry has played a vital role in earning foreign currency and has proven to be the principal employment-generating avenue in this large industry. It will remain as a significant driver in our country's further development. Nevertheless, Pakistan's share is counted less than one percent in the volume of total world textile trade of about US$18 trillion annually. Although, Pakistan is the 4th largest producer of cotton, with the third largest spinning potential in Asia after two major fastest growing economies such as China and India. Despite the hurdles complete business of Pakistan's fabric industry is around 10.2 billion US dollars; it leads to roughly 9.5 % of the nation's GDP and remains the foundation of Pakistan's exports including ~52% of complete exports [1]. Due to the growth and importance of textile sector in Pakistan, current study chooses this sector to examine the effect of organizational culture on decision making style (DMS) adopted by first and second level managers.

In a author [2] says that Organizational culture has not gained scholars' attention for a long time but since the 1980s; it has received much popularity. Organizational culture is the engine for the success and effectiveness of today's organizations. Uttal [3] highlights the importance of Culture and describes that understanding of culture determines the manager's job success. Similarly, culture is refeered as 'software' within an organization; hence it implies that managers should analyze it and explore how

each aspect of 'software' performs within the hardware' of a company [4]. He further explains that culture provides better ways of sensing, judging and behaving that determine to a large degree, how the managers make decisions and conduct organizational activities. Hence, it leads us to believe that culture does provide some direction to managers for adopting a particular DMS. A manager's decision making style represents his/her modus operandi i.e. manager's way of doing things [2]. In his point of view, the role of management is important for organizational success, as it has to decide whether to adopt a market orientated approach or to focus on internal policies, or to be quantity oriented rather than 'people and outcome' oriented.

Earlier scholars discussed the importance of phenomena culture [5,6,7] and leadership styles [8,9]. Less attention is given to measure the impact of organizational culture and manger's decision making styles in Pakistani context. Available literature on organizational culture provides divergent definitions; yet confirms its importance towards a firm's efficiency.

Due to the ambiguous nature of the phenomena; not only organizational culture, but also manager's decision making style is important to be explored further. Despite intense systematic search so far, no study has been found which measures the effect of organizational culture with two dimensions such as task and relationship orientation on five decision making styles (autocratic style, pseudo-consultative style, consultative style, participative style and delegatory style) adopted by first and second level managers in textile industry of Pakistan. This is dramatically convincing to authors to take organizational culture and manager decision making styles as research variables, which are now assumed

to be the significant element in contributing to the success of a modern firm.

The current paper is sequenced as follows. First section discusses introduction. Second section reviews the literature that defines dependent and independent construct variables with the significance and divergent views of organizational culture. It also discusses the relationship of organizational culture with a manager's decision making style. Third section discusses the methods of data collection and data analysis. Fourth part presents methodology. The fifth section discusses the results and discussion. Managerial implications and limitations of the study have been given in sections six and seven respectively.

LITERATURE REVIEW:

Different scholars describe decision making styles in a variety of ways. Mostly researchers suggest that it depends on the individual's psychological thought process and point of view. As Rowe and Boulgarides [10] state that decision making style can be defined as the way in which an individual receives details and psychologically works on those details to reach at particular decisions. Decision making styles represent that the thought processes of the managers are based on their perceptions and values. In fact, decisions are made in accordance with the point of reference or psychological configuration of individuals. DMS is considered as an important construct that can discern whether managers have significant flexibility or firmness in modifying their decisions making styles depending on the situation [10]. They proposed that decision-making style is based on individual's perception, and also claimed that manager's way of perceiving and understanding of stimuli establish their elucidation of experiences which will determine the reactions of individuals in different decision making scenarios. According to Rowe and Boulgarides [10] the concept of decision making style (DMS) is suggested as the approach an individual uses the data and facts to reach a decision. In reality, they highlighted that DMS is still an intellectual procedure which involves someone's individuality and is associated to someone's need, principles and self-concept. They further added that "individual DMS forms the backbone of successful decision making" [11]. Nevertheless, due to the complex personalities of people and dynamic situations we cannot expect business leaders to adopt only one decision making style. In fact, common business leaders have at least one prominent style and often two contingent styles.

DMS has attracted the attention of many scholars due to its contribution towards managers and organizational success. According to Rowe and Boulgarides [10] managers work related attitudes, decision making, troubleshooting, and their capability to communicate with others in the organization can be understood through their approach in DMS . Similarly,researchers highlight the importance of decision-making style since [12] suggests that DMS is an important job-related psychology which could have impact on manager's efficiency. Furthermore, it is indicated that the achievements or collapse of any organization depends on the technological competence of the organization as well as on the managing strategy to creatin decisions [13]. Similarly Barnard [14] and Yukl [15] state that decision making is a crucial part of the manager's job and successful predictor of

organization's effectiveness. Decision making is defined as one of the integral ingredients of leadership [16]. He expresses that both decision and decision-making processes are common grounds for leadership and management process. Similarly, Rue et al. [17] narrate that in all management functions, i.e. planning, organizing, leading, staffing, and controlling; decision making is the most important manager's job in any organization. Leonard et al. [18] comment that making decisions is the principle activity of any company. Decision-making acts are the prime factor of success or failure of a decision that ultimately determines the fate of the manager and an organization. In fact, the success of a manager in each role reflects the effectiveness of decisions made [19]. Furthermore, he concludes that it is necessary to determine DMS that an individual's decision style is an important ingredient of good decision making. Thus, DMS of a manager is an important determinant of a manager as well as organizational effectiveness. Decision styles and the factors related to these styles have gained significant attention of researchers [20,12,21,22,23,24,25,13 and 26]. Traditionally, many definitions are available about organization's culture, but there are divergent views over the construct of organizational culture. Most of the authors describe it as "the way we do things around here" [27,28]. Some state that the internal environment of the company is the outcome of the socializing of an individual within a work team [29]. Culture encompasses the standards, symbol, principles and traditions that organizational members adhere in common with other associates of a social group or work team [5]. In the same way, Alvesson [30] narrates organizational culture as a set of shared values and beliefs that are developed through people's interactions with each other, and formation of behavioral norms. Researchers primarily don't agree over the single definition of culture [30,31].There are divergent views over the construct of organizational culture. As founded by Cameron et al. [32] that there at least more than seventeen definitions which discusses the diversified nature and disagreement on the explanation of the construct. Barney [33], Broms & Gahmberg [34] has discussed it as "core values"; while [35] says that organization's culture creates harmony among all the employees. Organizational culture is defined as the understanding of people attitude that sets up the design of their organizations, principles, guidelines and regulations, jargon, rituals etc [36].It is very difficult to measure the organizational culture because of its various dimensions; that is why different models were presented to elucidate the organizational culture by different scholars like [37,38]. They propose threefold typology culture types i.e. clans, markets and bureaucracies. Schein [39] narrates three types of culture titled as artifacts, assumptions, and values. Hofstede [40] discusses the national culture in four major dimensions such as power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity. Schein [39] and Schultz [41] propose that there are two main factors that affect the organizational culture; primarily organizational task and relationship orientations. Similarly, Smith [42], Harrison [43] find that organizational members accentuated one of the two contrary dimensions either task orientation or relationship orientation. Harrison [43] suggests that in task culture, all work and its people are

strongly focused on achievement of organizational goals. Whereas in 'person oriented' culture, 'people focus' is more on developing healthy relationships with each other. His improved view of the people focused culture (also called support/relationship oriented culture) gives a good notion about the characteristics of outstanding relationship within a company. In this orientation, individuals assist one another beyond the formal requirements; they link a lot, not only for working projects, but also about personal issues and individuals enjoy spending time with each other, etc.[44]. These two dimensions are also considered essential concerns in the Pakistan's organizations. Teamwork,harmonious and good interpersonal relationship are inevitable for task completion and aove all for the success of contemporary organization.

Summing up the above discussion, we may say that both task and relationship orientations are significant dimensions/types of an organizational culture. We may assume that it will depend on the situation, whether an organizational member will adopt task oriented or relationship oriented approach.

Uttal [3] identifies the importance of culture. He says that manager's success depends on his clarity of organizational culture and its structure. Furthermore, culture can be helpful in gaining sustainable competitive edge which is not easy to imitate. Organizational culture represents the organizational inner atmosphere. It has a set of presumptions, beliefs, and principles, which guide organizational member's functions or operational activities [45]. Therefore, we may anticipate that these components would guide decision makers in implementing particular DMS. It is claimed by author in [46] that the adoption of a decision-making style by managers relies (assuming other things constant), on the culture of the organization. For instance, the autocratic approach of local Indian's native managers has been credited either to the existing work culture of the organization or to the societal culture in accordance with [47,48]. Similarly, many studies has investigated the role of culture as a predictor of decision-making style [49]. Previous research has identified that different types of decision styles are exercised by managers in different countries. For instance, authors conclude that Arab executives adopt consultative style of decision making [20, 50, 26 and 12]. Ali et al.[51] find that consultative and participative decision style is prevalent in Kuwait. Badawy [24] has inferred that Mideastern executives have a democratic style. Whereas, Kaur [13] concludes that autocratic style is exercised by Indian managers. Dahhan [25] analyzes that top Jordanian managers preferred an autocratic style. This leads us to conclude the existence of such a relationship, its intensity and significance, as well as its possible implications which need to be further studied. Keeping in view the researcher's findings; it might be assumed that varied cultures can be predictor of manager's decision-making styles. Nevertheless, it requires deeper investigation as to whether and how task and relationship dimensions of culture determine the adoption of a particular decision making style.

Figure:
Conceptual model of variables influencing Decision-making style
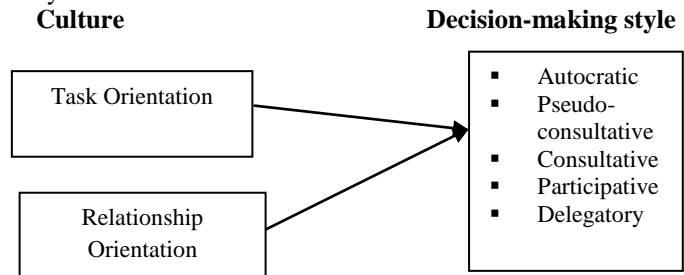
Hypotheses:
The present study is conducted to test the following hypotheses:
H_0: There is no significant relationship between organizational culture (OC) and the decision-making style (DMS).
H_1: There is significant relationship between organizational culture, and the decision-making style.

RESEARCH METHODOLOGY:
Research Approach:
According to Creswell [52] in research, use of valid research approach is imperative in order to find correct results and choice of approach is dependent on a research problem. He further added that when reality is objective and can be measured in numeric form quantitative Technique is more appropriate. Thus, this research is based on objective ontological assumptions while using positivism philosophical approach.

Data Collection and Sample:
During data collection, selecting the appropriate sample from population is the important task of examining the phenomena [53]. The participants of the present study are first and second level managers working in the Pakistan's private textile sector. Data is collected by drop off and pick up methods, using a questionnaire. Of the 300 questionnaires distributed, 230 are collected resulting in a 77 percent response rate. This study uses simple random sampling as "Probability sampling" is assumed to be the best approach in quantitative research which increases the likelihood of all possible samples will have a known probability of being selected [54].

In order to measure organizational culture the two dimensions, i.e. organizational tasks and relationship orientations of organizational culture, an instrument organizational culture questionnaire (OCQ) design by [55] had been employed. OCQ consisted of 16 items along with a Likert-type five point scale. This questionnaire focused mainly on seeking general perception and attitude toward the organizational task and relationship orientations in the organization. Participants were asked to rate the items of organizational culture on the continuum of strongly disagree to strongly agree.

These 16 items constitute two scales: eight items with substantial and unique loadings which measures the task orientation of organizational culture (further OC1) and the other eight measures relationship orientation (further OC2) [56].The statements in questionnaire to measure

organizational culture dimensions cover various subjects such as in order to measure "relationship orientation" the interpersonal relationships between organizational members has been asked. (e.g., organization members are familiar with each other"). To measure the other dimension of OC named as "task orientation" task clarity, organization change (e.g., "In our organization, positive changes are taking place all the time"), leadership approach (e.g. "In our organization, employees can always talk to the boss if necessary"), members' feelings about the organization were taken (e.g. "People are proud of their organization"). More aspects were included to study "task orientation" as it requires deep investigation due to its complex nature. Both scales, i.e. "relationship orientation" and "task orientation" taken into consideration the organization member's feelings, attitudes and views. One of the scales reflects the effect of people know-how and behavior in organizational task.

If an organization desires to create a task oriented culture, then it is only possible when employees feel proud of being the part of the organization, enjoy a certain degree of empowerment, and receive pay for performance and equity in power distribution. In fact, the clarity of organizational goals and members commitment is an important phenomenon that reinforces culture towards organization's tasks. Furthermore, in this type of culture, positive constant changes occur as an organization works in a dynamic environment and people prefer organizational goals over personal goals. The other scale is concentrated on identifying interpersonal relationships within organizations. In relationship oriented culture, people are familiar of each other's social and professional life. Harmony among relationship, strong sense of bonding, sharing of ideas and interpersonal communication are features of interpersonal culture that ultimately help them in solving problems, completion of tasks and lessens stress of organizational members. Second section of the questionnaire measures decision style.

In order to measure decision style, [21] measure (modified version of [26] has been used. This Measure consists of five statements. Each statement represents one type of decision style. Respondents were required to select only one type of decision style which best describes their decision making style. Five styles were taken autocratic style, pseudo-consultative style, consultative style, participative style and delegatory style. These styles were defined as follows. In autocratic style, managers solve the problem or make their decisions using information available to them without seeking any consultation with their subordinates. In pseudo-consultative style leader most often consults subordinates, but it does not mean that he gives consideration to their ideas and suggestion. In consultation decision making style, the organizational leader discusses the issue with one or more organizational members in search of getting other's views and suggestions to reach a final decision. Furthermore, in this style the manager views, the feedback of others, but the ultimate choice may or may not be influenced by others input. In participative style managers share and analyze problems with their subordinates as a group, evaluate alternatives, and comes to a majority decision. In delegation decision making style, the manager delegates the decision making, but provide guidelines that enable them to make the ultimate decision. Whilst the leader does not make the decision; rather only facilitates the decision making process.

Analysis:

To examine the effect of organization's culture in various manager decision making styles, multinomial logistic regression has been used because our dependent variable is multinomial. The aim of this study is to analyze which DMS would likely to be adopt by someone according to their given cultural dimensions. In the data, the variable DMS codes five different decision making styles (autocratic style, pseudo-consultative style, consultative style, participative style and delegatory style) and is modeled using culture dimensions (task orientation, people orientation). This model can be represented in the following equation.

$$\text{Log } \frac{\text{Pr (DMS)} = a + B_1 \text{ task orientation} + B_2 \text{ people orientation}}{\text{Pr (DMS')}} \qquad \text{Equation 1}$$

Where DMS' is the reference DMS.

Descriptive statistics, included frequencies and percentages which are used to present the main characteristics of the sample and the general result of the study. Furthermore, Chi-square statistics and multinomial logistic regression are used to test the hypothesis of the study. For the multinomial logistic regression analysis, the dependent variables are decision making styles (autocratic style, pseudo-consultative style, consultative style, participative style and delegatory style) and independent variables are culture dimensions (task orientation, people orientation).

RESULTS AND DISCUSSION:

Table1 shows the main characteristics of the sample. In this table gender of two types are taken and N represents total numbers of respondents. In the above table gender (male, female) male represents 193 observations and the margin percentage is 83.9% and females represent 37 numbers of observations and marginal percentage is 16.1%. Of the participants, 54.88 percent is the second level managers.

Table 2 presents the distribution of decision making styles displayed by the decision makers. Results indicate that most managers prefer Consultative style representing 34.8 % that might be true in textile sector where innovation matters a lot and it is only possible if managers take employees' opinions whilst making decisions. The second popular DMS among managers is Autocratic Style which is true because of prevalence of sethism culture in Pakistan where top management are reluctant to share their authorities with their subordinates and take others opinion just to endorse them that your opinions are considered. Summing up the above discussion, it can be stated that Consultative Style is the most common decision making style, Autocratic Style is second, Pseudo Consultative Style is third, Participative Style is fourth and last but not least Delegatory Style is the least preferable style of decision making.

Results in table 3 show that the initial log likelihood value (481.219) is a measure of a model with no independent variables, i.e. only a constant or intercept. The final log likelihood value (398.198) is the measure computed after all of the independent variables have been entered into the logistic regression. The difference between these two measures is the model chi-square value (83.022= 481.219-

398.198) that tests for statistical significance. This test is analogous to the F-test for R² or change in R² value in multiple regressions which tests whether or not the improvement in the model associated with the additional variables is statistically significant.

In this problem the Chi-Square value of 83.022and its p value is. 000, which is less than. 005 so we conclude that there is a significant relationship between the dependent variable and the set of independent variables.

Table 4 presents the Cox and Snell R² measure operates like R², with higher values indicating greater model fit. However, this measure is limited in that cannot reach the maximum value of 1, so Nagelkerke proposed a modification that had the range from 0 to 1. We will rely upon Nagelkerke's measure as indicating the strength of the relationship. If we applied our interpretive criteria to the Nagelkerke R², we would characterize the relationship as moderate.

This table 5 shows the change in deviances (-2LL) that occurs when each of the explanatory variables are omitted from the null model. Here by removing task orientation from the model changes the model deviance by 413.031, a change that is significant. People orientation is highly significant as its removal from the model result in a significant change in the model deviance. It is noticeable that both of these deviance changes are assessed using 4 degrees of freedom, as this is the effect of the variable across all five DMS, there are four comparison logit models. In this model, task orientation and People orientation both are significant contributors to explaining the preference for choosing a decision making style.

Table 6 demonstrates the parameters for the multiple multinomial logistic regression model shown in equation 1. There are four sets of parameters representing the four binary comparisons that are made between the five DMS. The parameters in the above table are interpreted as follows.

For a unit increase in the task orientation whilst controlling people orientation, the log odds of managers adopting an autocratic style as opposed to delegatory style increases by 5.447. this equates to an odd ratio of 232.099 ($e^{5.447}$). For a unit increase in task orientation, a manager is more likely to choose Autocratic style. The log odds of people orientation culture using Autocratic style compared to delegatory style is -.611, which equates to an odds ratio of .543 ($e^{-.611}$). Therefore, in people oriented culture managers are less likely to select an autocratic style after controlling for task orientation.

For a unit increase in the task orientation whilst controlling people orientation, the log odds of managers adopting Pseudo consultative style as opposed to delegatory style increases by 4.317. this equates to an odd ratio of 74.932 ($e^{4.317}$). For a unit increase in task orientation, a manager is more likely to choose Pseudo consultative style. The log odds of people orientation culture using Pseudo consultative style compared to delegatory style is -1.213,which equates to an odds ratio of .279 ($e^{-1.213}$).Therefore, in people oriented culture managers are less likely to select Pseudo consultative style even after controlling for task orientation.

For a unit increase in the task orientation whilst controlling people orientation, the log odds of managers adopting a consultative style as opposed to delegatory style increases by 3.980. this equates to an odd ratio of 53.539 ($e^{3.980}$). For a

unit increase in task orientation, a manager is more likely to choose consultative style.yet this might appear that a unit increase in task orientation gives a very small incremental change in probability that consultative style will be adopted.The log odds of people orientation culture using consultative style compared to delegatory style is 1.728, which equates to an odds ratio of 5.628 ($e^{1.728}$).Therefore, in people oriented culture managers are likely to select consultative style after controlling for task orientation.

For a unit increase in the task orientation whilst controlling people orientation, the log odds of managers adopting a participative style as opposed to delegatory style decreases by -1.396. this equates to an odd ratio of.248 ($e^{-1.396}$). For a unit increase in task orientation, a manager is less likely to choose Participative style. It can be assumed that in task oriented culture managers did not prefer participation from employees. The log odds of people orientation, culture using Participative style compared to delegatory style is 4.111, which equates to an odds ratio of 61.002 ($e^{4.111}$). Therefore, in people oriented culture managers are more likely to select Participative style even after controlling for task orientation.

Table 1
Demographic Profiles of Respondents

		N	Percentage
Gender	Male	193	83.9%
	Female	37	16.1%
Education	Matriculation	14	6.1%
	Intermediate	58	25.2%
	Graduation	119	51.7%
	Master	39	17.0%
Managerial level	First level	104	45.22
	Second level	126	54.80
Valid		230	100.0%

Table 2
Frequency of Decision- making styles

No	Decision styles	Frequency	Percent
1.	Autocratic Style	54	23.5%
2.	Pseudo Consultative Style	45	19.6%
3.	Consultative Style	80	34.8%
4.	Participative Style	38	16.5%
5.	Delegatory Style	13	5.7%

Table 3
Model Fitting Information

	Model Fitting Criteria	Likelihood Ratio Tests		
Model	-2 Log Likelihood	Chi-Square	Df	Sig.
Intercept Only	481.219			
Final	398.198	83.022	8	.000

Table 4
Pseudo R-Square

Cox and Snell	.303
Nagelkerke	.319
McFadden	.121

Table 5
Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	Df	Sig.
Intercept	445.646	47.449	4	.000
Task	413.031	14.833	4	.005
PO	460.900	62.702	4	.000

Table 6
Parameters estimate for a multinomial logit model

DMS	Parameters	Estimate	Standard error	Wald	Sig	Odds ratio
Autocratic style	Intercept	-13.999	5.377	6.779	.009	
	Task orient	5.447	1.595	11.656	.001	232.099
	People orient	-.611	1.070	.326	.568	.543
Pseudo consultative Style	Intercept	-.8356	5.311	2.475	.116	
	Task orient	4.317	1.605	7.234	.004	74.932
	People orient	-1.213	1.066	1.295	.255	.297
Consultative style	Intercept	-17.693	4.924	12.911	.000	
	Task orient	3.980	1.378	8.347	.004	53.539
	People orient	1.728	.923	3.503	.061	5.628
Participative style	Intercept	-7.236	5.363	1.821	.177	
	Task orient	-1.396	1.083	1.662	.197	.248
	People orient	4.111	1.626	6.394	.011	61.002

*reference DMS is delegatory style

CONCLUSION:
The present study concludes that the two dimensions of organizational culture, such as task and people orientation have a significant impact on the adoption of certain decision making style at a large scale. It is confirmed by this study that organizational culture constraints,direct and guide the way managers make their decions. The results confirm the findings of [49,45,39,46,47 and 48.]According to our results consultative and autocratic style of decision making is prevalent in Pakistan's textile industry similar to findings of [20,50,26] which conclude that Arab executives adopt consultative style of decision making and Kaur [13] who concludes that autocratic style is exercised by Indian's managers. Furthermore, current paper concludes that in task-oriented culture managers are more likely to choose an autocratic style and the Pseudo consultative style of decision making, whereas, in people-oriented culture managers frequently use participative and delegatory style.

IMPLICATIONS:
This study has many implications such as the most important implication is that managers must be aware of those factors which might have significant impact on the choice of DMS. This will likely result in the choice of preferable effective decision making according to the culture of an organization. Furthermore, it implies that first level and second level managers should acknowledge the style of decision making suitable in a particular working environment that can lead to job and organizational success .

LIMITATIONS:
The current study, like any other study has its own limitations. First, the sample size (n=230) is relatively small which might decrease the generalizability of its findings and conclusions. Second, this research into organizational culture takes only two dimensions, whether there are many other dimensions which can be studied further. Third, Ali [21] measure of decision style is only composed of five items which is very obvious and is based on self report categorization.

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