
Organizational Culture Influence on Employee Participation in Decision Making

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The purpose of this study is to explore the organizational culture in Syrian companies, and how it effects the employee participation in decision making. A random sample of 170 employees from different companies was chosen to answer 5 point Likert questionnaire. The findings of this study support that organizational culture influence on employee participation in decision making.

Keyword: Decision making, Organizational culture.

Literature review:

1. **Organizational culture:** in the eighties of the last century the importance of organizational culture increased as organization success element. Number of studies indicates that organizational culture elements support participation in decision making (**Khshali et al. 2008**). Many definitions have proven to describe organizational culture, but all have unique element which is the "values" that refers to attitudes, believes and ideas in the company. Organizational culture elements categorized into two sets: the first set is "signs of culture" including values, believes, norms, symbols, taboos, fairy tales, ceremonies and roomers. The second set is "company heritage" including founder culture, leaders behavior, company history, company heroes and company industry (**Salem, 2006**). There is a consensus that organizational culture refers to system of common senses that company members hold, which described asof organizational culture characteristics including: creativity and risk-taking, details attention, results-orientation, individual-orientation, teams-orientation, aggressiveness and stability (**Robbins, 2005**). Other characteristics-named by some authors- include behaviors punctuality and respect, behavioral criteria, control values, philosophe and rules (**Ammian, 2010**). Organizational culture has different forms like "strong culture" means how organization members accept and trust this culture, strong culture depend on the strength of members values adoption and the consensus of this values. In the contrast there is "weak culture" which doesn't adopt by organization members. Other forms of organizational culture are "perfect culture", "situational culture" (**Salem, 2006**), "creative culture", "support culture", "mission culture", "bureaucracy culture" (**shalwi, 2005**). Organizational culture is important for organizations because it's a guide for its members and management, and a way to differentiate the organization from others (**shalwi, 2005**).

2. **Participating in decision making:** organizations face different situations that require decisions to deal with, these decisions range from daily to critical ones. Decisions are categorized into: "strategic", "tactic" and "operational", they also categorized into "systematic" and "critical" (**Onis, 2001**). Decision-making life cycle starts with determining the problem then determining criteria, evaluate the criteria, setting possible alternatives, evaluate alternatives according to criteria, choosing appropriate alternative (**Albrahim, 2008**). Forms of participating in decision-making divided into classical ways like "proposals", "meetings", "committees", "quality circle" and empowerment through delegating. Also there is modern ways like

“Delphi technique” witch used to solve complicated issues by collecting ideas and discussing these ideas with all participants then summarizing the final opinions, Donald Philips way witch focus on group brainstorming, and “Ranji technique” that based on collective brainstorming stating from the operational level where individuals send proposals after discussing to the middle level where individuals in this level discuss the proposals and then they send it to the top management where dicsion will be taken (Albrahim, 2008).

Methodology:

According to literature review presented above we hypothesize that:

H1: there is a relationship between organizational culture (collaboration) and employee participating in decision-making.

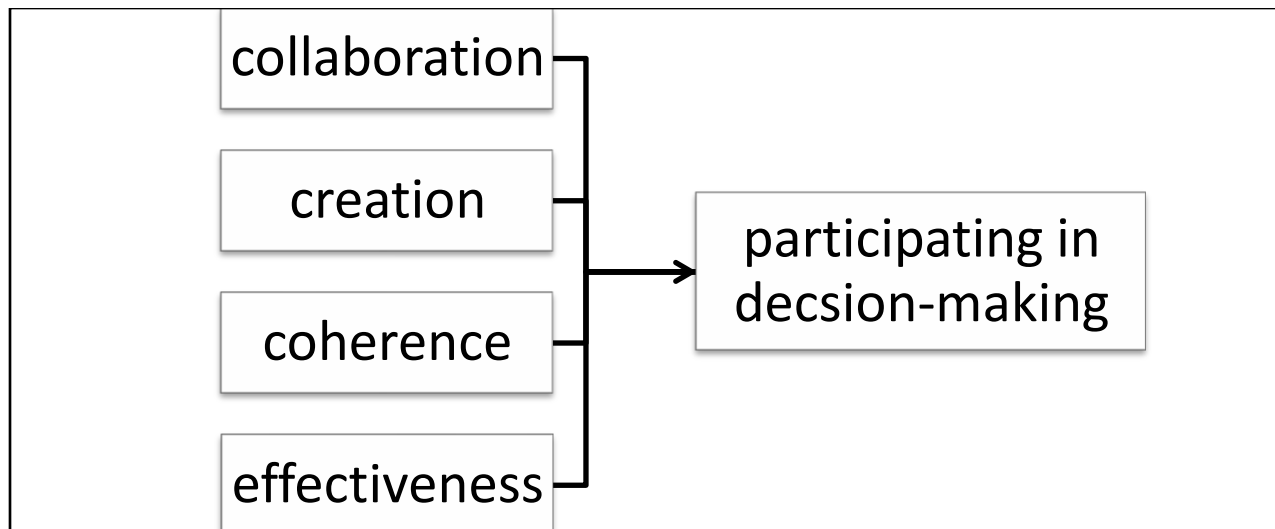
H2: there is a relationship between organizational culture (creation) and employee participating in decision-making.

H3: there is a relationship between organizational culture (coherence) and employee participating in decision-making.

H4: there is a relationship between organizational culture (effectiveness) and employee participating in decision-making.

The data used in this study were collected through questionnaire of 5 point Likert scale closed ended questions. The sample of 170 employeesfrom number of Syrian companies where located in Damascus was randomly chosen. SPSS 17.0 was used to analyze the data of this study.

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Source 1: Author

Table 1: sample characteristics

Characteristics		Percentage
Gender	Female	47.1
	Male	52.9
Age	29-20	94.1
	39-30	5.9
Education	Bachelor	88.2
	Master / PhD	11.8
Work experience	1-5 years	88.2
	6-10 years	11.8
Position	Non-supervisory level	58.8
	Lower management	11.8
	Middle management	29.4

Source 2: Author

Results:

Table 2: regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
	6.625	1.386		4.781	.000
collaboration	.415	.092	.802	4.487	.000
creation	-.316	.138	-.396	-2.292	.024
coherence	-.635	.086	-.706	-7.380	.000
effectiveness	.972	.131	.823	7.405	.000

a. Dependent Variable: participating in decision-making

Source 3: Author

In our hypotheses we propose that the relationship between organizational culture elements and participating in decision-making is significant. To test these hypotheses the standardized regression model is used.

According to results shown in table 2 indicate that there is significant relationship between organizational culture elements (collaboration, creation, coherence, effectiveness) and participating in decision-making, consequently ($\beta=0.802$, $p<0.000$), ($\beta=-0.396$, $p<0.024$), ($\beta=-0.706$, $p<0.000$), ($\beta=0.823$, $p<0.000$). As results shown, proposed hypotheses were supported.

Conclusion:

We conclude that there is a significant relationship between organizational culture and participating in decision-making in Syrian companies located in Damascus. We recommend that companies have to support organizational culture that creates working environment encourages participating in decision-

making, companies also have to focus on training that support this participation and raise its level through involving in tactical and strategic decisions, regarding to employee experience and training this participation should be gradually develop.

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