

Influence of Social Culture on Decision-Making Manner in Turkey: An Analysis with the Structural Equation Model

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ABSTRACT The aim of the present study is to determine the influence of social culture on decision-making behavior. The research is done with the questionnaire technique on 243 senior and midlevel managers who work in public and private sectors in Burdur. The influence of social culture on decision-making behavior has been examined with the Structural Equation Model by using the software known as AMOS. According to the findings obtained, it is observed that the social culture is influential on decision-making manner. It has been statistically determined that there are significant influences of individualism on dependent and tentative decision-making manners, risk avoidance on dependent decision-making manner, willingness to take risk on intuitive decision-making manner, and low-authority range on rational decision-making manner.

INTRODUCTION

The distinction between the material and non-material values creates a distinction between material and spiritual cultures. Material culture means all products including technology, production means etc.; moral/spiritual culture contains religious beliefs, moral values etc. (Bostanci 2003: 111). According to the definitions of Namemwirth and Weber (1987: 8), culture is an idea and thinking system which lies under the basis of composition of an individuals' way of life. Huntington stated that culture is defined in different contexts by various researchers in different disciplines. According to him (2000: xv), culture typically means intellectual, musical, artistic and literal products which a society owns. Schein (2010: 2) viewed that a culture consists of various cultural levels rather than a single culture. Cultural levels are divided into four components: macro-culture, organizational culture, sub-culture and micro-culture. The most well-known model to measure social culture is Hofstede's Values Model. Hofstede conducted this study on employees who worked in 40 different countries during 1967 to 1973. He determined two main dimensions basically known as individualism and masculinity after his analysis. Later, he extended his analysis to 53 countries (Smith and Dugan 1996: 232). As a result of this extension, four primary cultural dimensions were found. These dimensions are power-distance, individualism

versus collectivism, masculinity versus femininity as well as uncertainty-avoidance (Hofstede 1983: 46).

Power-distance means the measurement of inequality which is perceived by people in a society in terms of power distribution. The people who live in a society where *power-distance is high* believed that there is an extensive emotional distance between themselves and their managers (Hofstede and Minkov 2010: 61). An *individualist* society is a community where individual interests are highly preferred. A *collectivist society* is a community where its members are strongly-connected to each other (Hofstede and Minkov 2010: 92). *Masculine society* is a community where emotional gender roles are distinct. While men are assertive, tough and materialistic, women are more caressing, discrete, and focused on their quality of life. A *feminine society* is a community where emotional gender roles are overlapping. Both, the men and women are inclined to be more caressing, discrete and focused on life quality (Hofstede and Minkov 2010: 140). The *society with uncertainty-avoidance* is a community where individuals perceive and feel too much threat when they encounter any uncertain and unknown situation. On the contrary, a *society without uncertainty-avoidance* consists of psychologically tougher individuals against uncertain and unknown situations (Hofstede and Minkov 2010: 191).

The sociologists, educators and numerous scientists in various fields are in agreement with the actual environment, in other words cultural factors are influential on the emergence of beliefs and manners which individuals have and also contain the possibility to be transformed into behaviors (Quchi 1981; Krech and Crutchfield 1994: 262; Lok and Crawford 2004; Fukuyama 2005). Nevertheless, it is also wrong to claim that all individuals who live in the same culture own identical beliefs and manners. Considerable amount of individual differences might be observed among members of same cultures. It is an obvious fact that culture has a heterogenic structure. (Krech and Crutchfield 1994: 266-267). It is possible to point out that social culture will be influential on individuals' approaches toward business transactions, communication, leadership and management. It is also possible to allege that the culture influences the decision-making processes too, when we consider decision-making as a behavior. (Eren 2009: 197).

The notion of decision-making usually included the realization of a problem, unraveling solutions to this problem, evaluation of results expected from the solutions against the problem and finally, selection of the most appropriate solution as a result of the evaluation mentioned (Cemalcilar et al. 1975: 104; Shapira 1997: 3; Eren 2001: 171; Cunliffe 2008: 16; Armesh 2010: 483; Daft 2010: 452; Secchi 2011: 10). Considering the literature that is related to decision-making, it is observed that the classic decision-making model requires that decision-making be managed as a rational process (Bagirkan 1983: 424-428; Yaralioglu 2010: 2-5). However, the fact that there are many factors to limit rationality in decision-making process should not be ignored. It is not possible to claim that all the decisions made are rational. (Hodgetts 1997: 170; Daft 1998: 407-411; Shermerhorn 2010: 162-165). Shermerhorn (2010: 157) observed that the decision-making manner is primarily related to the individual's conception style. While some individuals think methodically, some people might think intuitively.

Ali (1993) and Boussif (2010) mentioned four different types of manners in relation to decision-making. These decision-making manners are: autocratic, consultative/pseudo-consultative, participative/pseudo-participative and delegative. Haren (from Mau 2000: 366) placed that there are three decision-making manners: ratio-

nal, intuitional and dependent. Driver et al. (from Draft 1998: 409) accepted that there are five styles of decision-making and they include determinative, flexible, hierarchic, supplementary and systematic decision-making. Spicer and Smith (2005: 137-138) asserted that there are five styles of decision-making: rational, intuitive, dependent, avoidant and spontaneous. The rational style of decision-making means making decisions according to rational and structured approaches; intuitive style of decision-making means making decisions based on sensation, emotions and observations; dependent style of decision-making means making decisions by relying on the support and guides/directions of others'. Avoidant style of decision-making usually prefers to postpone or avoid decision-making. The spontaneous style of decision-making meant that making fast decisions and instantly by relying on reflexes. Decision-making styles used in this research have been prepared based on this classification.

Claims suggest that the national culture has influence on managers' decision-making manners in a research done by Podrug (2011) on managers in Hungary, Croatia and Slovenia. Chen (2004) examined the cultural effects on the organizational structures and competitive strategies in China mainland, Chine overseas, Japan and Korean companies in the East Asia, and Kahal (2001) examined socio-cultural basis of management behaviors in companies of Japan, South Korea and China in the Asia Pacific explain the influences of culture on management and decision-making manners. Dabic et al. (2015) researched the cultural differences on the decision-making manners in Slovenia, Croatia and Hungary. LeFebvre and Franke (2013) investigated individualist and societal culture features during elaborated decision-making process. Khairullah and Khairullah (2013) researched out the effect of the cultural values of the senior managers of multinational companies on the decision-making manners in China. Kazi (2012) examined the managerial decision-making styles in India, Bangladesh and Finland. Guss et al. (2012) analyzed the effect of uncertainty avoidance on the decision-making dynamics in various cultures. Kohun and Skovira (2011) researched the decision-making and its socio-cultural environment. Hofstede and Minkov (2010) agreed that the discreet and tolerant management manner is well taken care of in feminine cultures. Ayoun and Moreo (2008) ex-

amined the effect of uncertainty avoidance on the strategic decision-making of senior-level hotel managers in USA, Malaysia, Taiwan and Turkey. Podrug et al. (2006) studied the effect of national culture on the decision-making manners.

Objectives of the Study

It is observed in the literature that some studies have been done about the effect of some dimensions of social culture and national culture on the decision-making manners. Thus, some applied-studies are required in which all dimensions of social culture and decision-making manners are discussed all together, and which presents the effects of these dimensions on each other. In this research, an effort has been made to determine the validity and reliability of the dimensions of social culture of Hofstede and the decision-making dimensions of Spicer and Smith (2005) in the scale of Turkey by means of the data obtained from senior and middle-level managers in both private and public sectors. In addition, it is another purpose of the research to determine how and which dimension of social culture is effective on which dimension of decision-making manner.

The following hypotheses have been determined in line with the studies above which were conducted to examine the influence of culture on decision-making manner:

- H1.1.* Individualism has positive and linear influence on dependent decision-making manner.
- H1.2.* Individualism has positive and linear influence on the avoidance from decision.
- H1.3.* Risk-avoidance has positive and linear influence on dependent decision-making manner.
- H1.4.* Risk-avoidance has positive and linear influence on the avoidance from decision.
- H1.5.* Risk-avoidance has positive and linear influence on rational decision-making manner.
- H1.6.* Risk-avoidance has positive and linear influence on spontaneous decision-making.
- H1.7.* Risk-avoidance has positive and linear influence on intuitive decision-making manner.
- H1.8.* Low power distance has positive and linear influence on dependent decision-making manner.

H1.9. Low Power Distance has positive and linear influence on rational decision-making manner.

H1.10. Femininity has positive and linear influence on intuitive decision-making manner.

H1.11. Femininity has positive and linear influence on dependent decision-making manner.

METHODOLOGY

Sample of the Research

The aim of this research is to determine the influence of social culture on managers' decision making behaviors. For this purpose, a questionnaire was conducted on 243 senior and midlevel managers of whom 85 work in public sector and 158 in private sector in Burdur by using convenience sampling method from October 20, 2013 to April 18, 2014.

Data Collection and Analysis Method

Questionnaire technique was used as the data collection. There are two scales in the Questionnaire Form for culture and decision-making manners respectively. The preparation of the culture scale was inspired by Carikci and Atilla (2009), Ryu and Moon (2009), Dursun (2013). Scale of decision-making manner was prepared by reviewing the studies of Spicer and Smith (2005), Ozdasli and Ozkara (2010).

Culture scale is a scale with 24 questions in 8 dimensions received from the studies mentioned above which emphasized national culture dimensions of Hofstede. Various questions/statements are used to measure different dimensions. Such question/statements include; for *Individualism* the statement "That people chase their own interests will increase the total interest obtained" is used; for *collectivism* "Individuals in a group should be disposed to sacrifice their interests for the benefit of the group"; for *risk-taking* "I like taking risk on any issue in life"; for *risk-avoidance* "I do not like taking risk on any issue in my life"; for *high power distance* "It is required to put distance between employees and managers for the peace and success of organization"; for *low power distance* "Employees should be able to express their opinions on the decisions of

managers when they do not agree with them”; for *masculinity* “to be successful in my job is one of the important elements for me”; for *femininity* “Manager should be self-devoted and self-sacrificing but should not be ambiguous”. Likert type metric statements in five spaces have been used to reply the questions in the scale. These statements are as follows: (1) Never, (2) Rarely, (3) Sometimes, (4) Often and (5) Always.

There are 5 dimensions and 15 questions/statements in the decision-making manner scale. The statement “Generally, I make instant decisions in order not to be late” is used for *spontaneous decision-making* dimension; “I make my decisions in a rational and systematic way” for *rational decision-making* dimension; “I make important decisions generally with my heart instead of my mind” for *intuitive decision-making* dimension; “I often need help from other people while making important decisions” for *dependent decision-making* dimension; “I feel very tentative while making decisions because of my belief in the responsibility of decision-making” for *decision-avoidance* dimension. The options

for the questions/statements in the form are as follows: (1) Never, (2) Rarely, (3) Sometimes, (4) Often and (5) Always. These are Likert type metric statements in five intervals.

A statistical software known as SPSS 21.0 is used to determine the frequency distribution toward demographic variables in order to evaluate data from the questionnaire. In addition, package software known as AMOS 16 is used for the path analysis formed with structural equation model and for verifying factor analyses of the cultural dimensions of the research model as well as the decision-making manner scale.

The result of analysis indicated that 74 percent of the managers who responded positively to the questionnaire were males and 26 percent were females, and 58 percent of the participants are over the age of 39. In terms of the education levels, 79 percent of them had graduated from college or university. Besides, 15 percent of the managers who participated in the questionnaire were senior level managers and 85 percent of the managers were midlevel managers. However, 35 percent of them were employed in public sector;

Table 1: Demographical features

<i>Age</i>	<i>20-26</i>	<i>27-32</i>	<i>33-38</i>	<i>39-44</i>	<i>45 +</i>
<i>Percent</i>	8.2	13.6	20.6	26.7	30.9
<i>Gender</i> <i>n/Percent</i>	<i>Male</i> 74	<i>Female</i> 26			
<i>Education</i>	<i>Primary School</i>	<i>High School</i>	<i>College</i>	<i>University</i>	<i>Post Graduate</i>
<i>Percent</i>	4.1	16.9	15.2	46.1	17.7
<i>Title/Position</i>	<i>General Manager</i>	<i>Asst. General Manager</i>	<i>Manager</i>	<i>Assistant Manager</i>	<i>Depart. Manager</i>
<i>Percent</i>	7.0	28.2	29.6	20.6	34.6
<i>Institution</i>	<i>Public</i>	<i>Private</i>			
<i>Percent</i>	34.5	65.5			
<i>Management year</i>	<i>1-3</i>	<i>4-8</i>	<i>9-15</i>	<i>16-20</i>	<i>21 +</i>
<i>Percent</i>	26.7	35.4	23.5	8.2	6.2
<i>Number of employees</i>	<i>1-10</i>	<i>11-50</i>	<i>51-100</i>	<i>101-250</i>	<i>250 +</i>
<i>Percent</i>	22.6	36.2	23.0	9.1	9.1
<i>Number of subordinates</i>	<i>1-5</i>	<i>6-10</i>	<i>11-20</i>	<i>21-50</i>	<i>50 +</i>
<i>Percent</i>	36.2	25.6	21.8	8.2	8.2

65 percent in private sector. The managerial experience of the considerable number of managers who positively responded to the questionnaire was less than 8 years (Table 1).

Research Model

Obviously, the research model complied with the model named and its compliance is either descriptive or determinative. In these types of models, variables and the relationships among variables are defined, and some assumptions are made based on these definitions (Kurtulus 1996: 310).

In the research model in Figure 1, it is assumed that the independent variables, namely “Culture Dimensions” are influential on the dependent variable “Decision-making Manners”. In line with this assumption, the extent to which the latent variables are explained by the open variables in the model above by means of structural equation model (Confirmatory Factor Analysis) will be determined. Further, by means of the structural equation model in which all dimensions appeared altogether, the area in which dimension of social culture is effective and in what extent it is effective on decision-making manner will be determined.

Statistical Analysis

To evaluate the research model as a whole, goodness values of fit statistics are taken into account. Goodness of fit statistics can be interpreted by using some limit values in relation to whether the model can be accepted or not. One of the goodness values of fit statistics, which is used the most is χ^2 (Chi-square) value. Equivalent of this value in AMOS is the value, CMIN/df. If CMIN/df (degree of freedom) value is more than 2 in the studies with Structural Equation Model (SEM), the model is good; if it is 5 or less, the model has acceptable goodness of fit statistics (Joreskog and Sorbom 1993: 122-126). The other values for goodness of fit statistics are GFI (Goodness of Fit Index) value, CFI (Comparative Fit Index) value, TLI (RFI) (Tucher-Levis Index; Relative Fit Index) value and NFI (Normed Fit Index) value. These fit goodness indexes receive between zero (0) and one (1); the closer the value gets to 1, the better the fit. When optimal values of Wang (2002) fit criteria, it suggested that the values of GFI, CFI, RFI, NFI, NNFI (Non-normed Fix Index) are equal or more than 0.90, and AGFI (Adjusted goodness-of-fit index) is equal or more than 0.80, indicating that the fit is very good; if it shows that the value, 2/df (Chi-

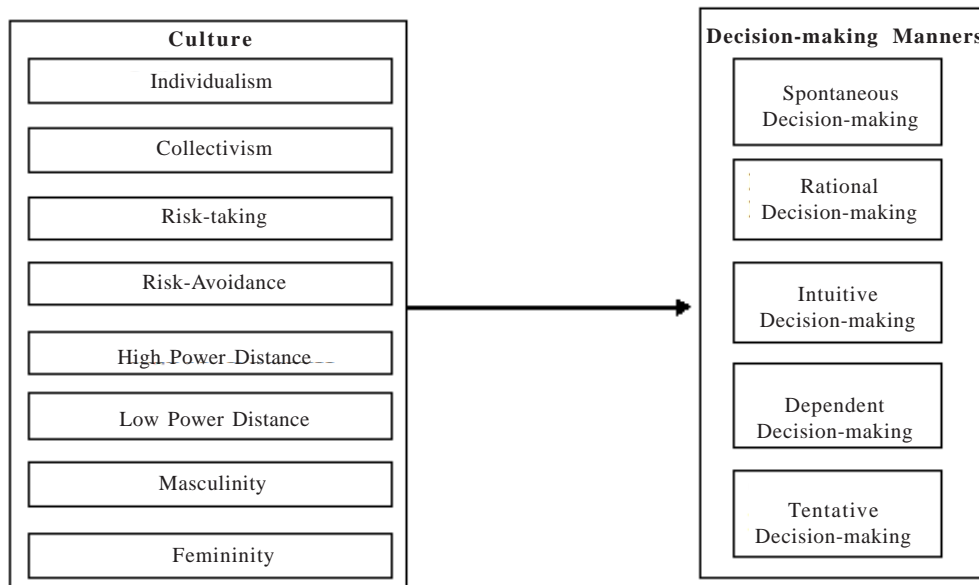


Fig. 1. Research model

Square Degree of Freedom) is less than 2, it indicated an excellent fit; if it is up to 5, it indicates an acceptable fit (Jöreskog, Sorbom, 1993; Kline, 1998). RMSEA is Root-Mean-Square Error Approximation. If RMSEA is equal or less than 0.05, it indicated that the fit is quite good. While the values between 0.08-0.10 indicate acceptable fit, any value more than 0.10 indicates that the fit is bad (Yilmaz 2004b: 77-90; Yilmaz et al. 2008: 27-38).

As per to Table 2, it is observed that the fit index values (CMIN/df, RMSEA, GFI, NFI, RMR (Root Mean Square Residual) IFI, CFI) are within acceptable levels when all of the following models are evaluated within the scope of these statistical information.

FINDINGS

Figure 2 explained the relationship between 24 open variables and 8 latent variables in the national culture scale. The values indicated in the left side (e) of the figure are fault coefficients. The digits that are over the arrows from latent variables (national culture dimensions) to open variables (question 1, 2, etc.) are prediction (standardized factor loads) levels.

In Figure 3, it explained the relationship between 15 open variables and 5 latent variables. Digits over the arrows from latent variables (decision-making manner dimensions) to open variables (question 25, 26, etc.) are prediction (standardized factor loads) levels.

The structural validity of the dimensions of social culture, the factors that affect decision-making, and the dimensions of decision-making manners is provided in the analyses conducted with structural equation model above in terms of scale model. In the next stage, the path analysis which indicated the relationship between eight dimensions of social culture which have become observed variables and five dimensions of decision-making manners have been performed using the Structural Equation Model. In Figure 4, the arrows with single direction represent the

effect of predictive variables (values) on predicted variables. The arrows with double direction represent the relationship between variables. For this reason, standardized and non-standardized regression values and significance levels are re-indicated in Table 3.

The predictive power of culture dimensions on decision-making manners is indicated in Table 3. In line with these findings, the results of the hypotheses tested are as follows:

Individualism characteristic of social culture predicts dependent decision-making ($\beta=.213$, $p=.002$) and decision avoidance ($\beta=.207$, $p=.001$) in significant levels as seen in Table 3. According to these results, one unit of increase in individualism characteristic causes 0.213 unit of increase on dependent decision-making and 0.207 unit of increase on the same dependent decision-making. The individualism characteristic of social culture predicts spontaneous decision-making to a significant level ($\beta=.325$, $p=.000$). According to these results, a unit of increase in individualism results in 0.325 unit of increase on spontaneous decision-making. In the result of the analysis, it has been determined that the increase in the individualist features results in an increase in the levels of dependent decision-making and avoidance from decision-making, although it is expected that the individualist culture should have some features such as ability to make independent and spontaneous decisions, and preference to prioritize individual benefits. It is possible to think that it is resulted from the centralist government approach in Turkey.

Out of observations, it is clear that the risk avoidance characteristic of social culture predicts dependent decision-making ($\beta=.157$, $p=.020$) significantly. Thus, it is expected that one unit of increase in risk-avoidance will result in 0.157 unit of increase on dependent decision-making. It has been determined that the risk-avoidance has no influence on the manners of decision-avoidance and rational decision-making. It is an expected result that the individuals who avoid risks consult people whom they trust to minimize the risk

Table 2: Fit Goodness values of the scales as a result of the verifying factor analysis

Acceptable values	CMIN/df	RMSEA	GFI	NFI	RMR	IFI	CFI
	<5.00	<0.10	<1.00	<1.00	<0.10	<1.00	<1.00
Culture Scale	1.911	0.061	0.876	0.697	0.075	0.829	0.820
Decision-Making Behavior	2.501	0.079	0.905	1.000	0.116	1.000	1.000
SEM Model	2.104	0.068	1.000	0.846	0.000	0.913	0.902

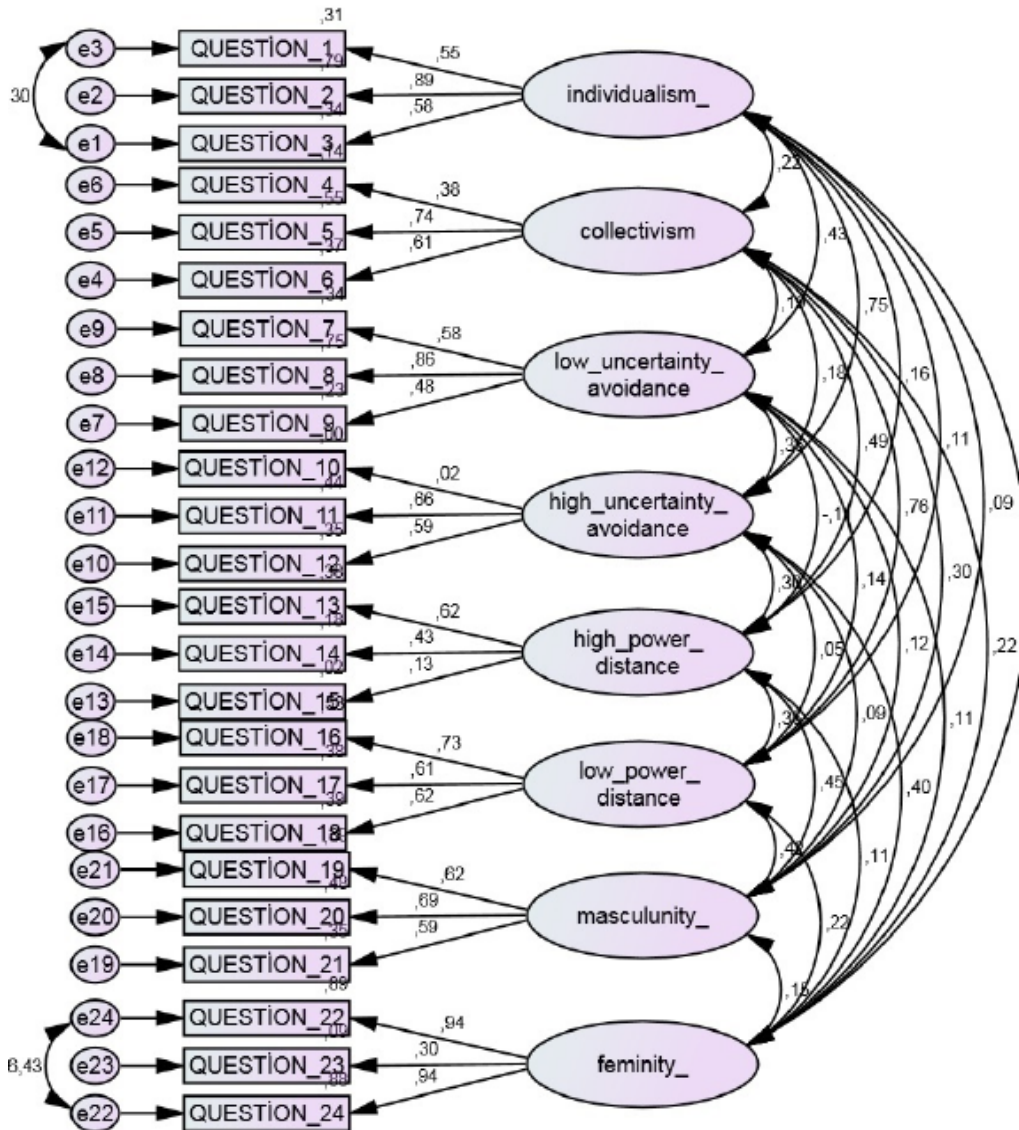


Fig. 2. Relationship values between observed variables of culture scale and latent variables

resulted from the decisions they have taken. Further, people who avoid risk is also inclined to avoid from decision-making and accordingly from responsibility.

It has been concluded that the ability to take risk has no influence on spontaneous decision-making manner. In addition, ability to take risk predicts intuitive decision-making ($\beta=.299$, $p=.000$) in significant level. Thus, it can be stat-

ed that one unit of increase in the ability to take risk will result in 0.299 unit of increase on intuitive decision-making. Taking decisions on rationale or intuitive basis instead of spontaneous basis might decrease negative results of risk in order to take risk in the environments in which there are less self-determination and more centralist inclinations in terms of decision-making. Besides, the result of the research supports this thought.

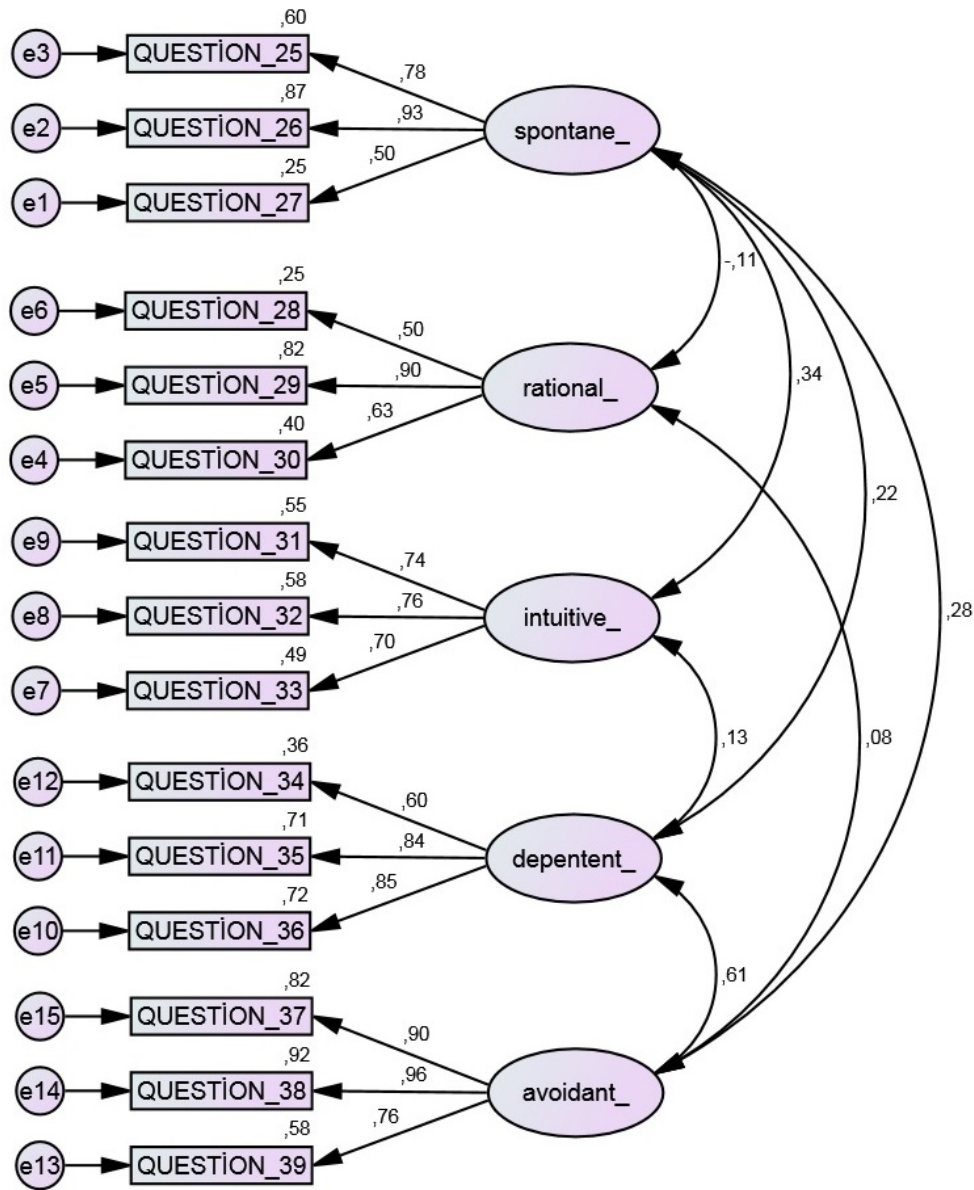


Fig. 3. Relationship values between observed variables of decision-making manner scale and latent variables

Developing relationships between superiors and subordinates can result in low power-distance. The low power-distance provides individuals take more rational decisions since low power-distance results in that the individuals have opportunities to get more information about all

dimensions of the decisions they will take. The results supporting this statement have been achieved in the research. It has also been determined that the low power distance dimension of social culture has no influence on dependent decision-making manner. However, low power

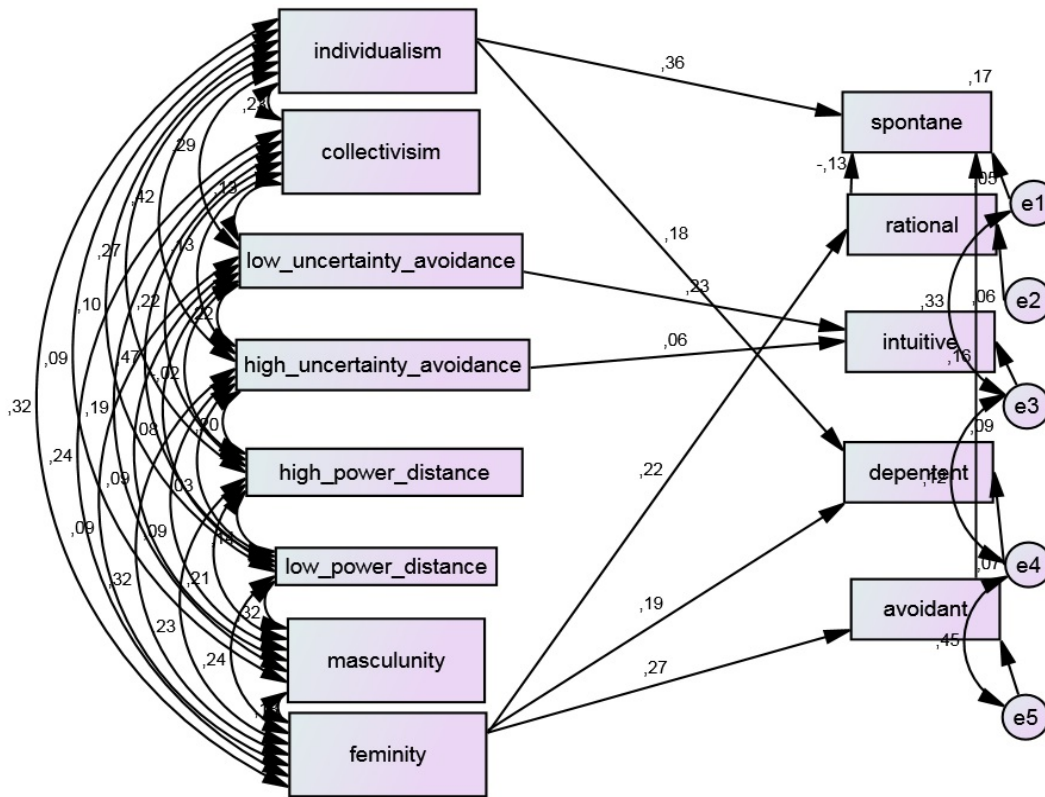


Fig. 4. Path analysis indicating the predictive effect of culture on decision-making manner

Table 3. Regression coefficients of culture on decision-making manners

			<i>B</i>	<i>S.E.</i>	<i>C.R.</i>	<i>P</i>	β
Intuitive Decision	←	Ability to take Risk	.363	.075	4.838	***	.299
Avoid from making Decision	←	Individualism	.271	.085	3.186	.001	.207
Avoid from making Decision	←	Femininity	.316	.107	2.969	.003	.192
Rational Decision	←	Risk-Avoidance	-.106	.056	-1.909	.056	-.124
Rational Decision	←	Low Power Distance	.165	.065	2.550	.011	.161
Rational Decision	←	Femininity	.215	.060	3.582	***	.238
Spontaneous Decision	←	Individualism	.372	.066	5.654	***	.325
Dependent Decision	←	Risk-Avoidance	.193	.083	2.333	.020	.157
Dependent Decision	←	Femininity	.163	.084	1.943	.052	.126
Spontaneous Decision	←	Rational Decision	-.189	.088	-2.141	.032	-.118
Spontaneous Decision	←	Intuitive Decision	.325	.056	5.820	***	.320
Dependent Decision	←	Individualism	.219	.070	3.136	.002	.213
Spontaneous Decision	←	Decision-Avoidance	.131	.050	2.625	.009	.150

distance dimension predicts rational decision-making significantly ($\beta=.161, p=.011$). Accordingly, it is observed that one unit of increase in low power distance will cause 0,161 unit of increase on rational decision-making manner.

It is observed that the masculinity average (mean: 4.30) is higher than the femininity aver-

age (mean: 3.90) in the research. However, it is determined that the masculinity dimension does not predict the decision-making manners significantly. It is expected that the individuals who exhibit femininity features are more emotional and have stronger intuitions and display more par-

ticipative behaviors. According to the findings from the research, femininity dimension of social culture does not predict intuitive decision-making and dependent decision-making manners to a significant level. Similarly, femininity characteristic of social culture predicts decision-avoidance ($\beta=.191, p=.003$) and rational decision-making ($\beta=.238, p=.000$) to a significant level. Accordingly, a unit of increase in femininity characteristic causes 0,191 unit of increase on decision-avoidance and 0,238 unit of increase on rational decision-making (Fig. 4).

It is observed that there are positive and negative dimensions in decision-making manners which predict each other. Rational decision-making predicts spontaneous decision-making ($\beta=-.118, p=.032$) negatively and intuitive decision-making predicts spontaneous decision-making ($\beta=.320, p=.000$) positively while decision-avoidance predicts spontaneous decision-making ($\beta=.150, p=.009$) positively to a significant level. In line with the findings obtained, rejection and acceptance status of the hypotheses are revealed in Table 4.

It is observed that the considerable number of hypotheses which were prepared in line with the findings obtained from different researchers have been rejected when Table 4 is reviewed.

These findings indicated that the different cultures result in different decision-making manners. Additionally, it is possible to claim that different decision-making manners might emerge in the same cultural dimensions.

DISCUSSION

According to Table 4, it is observed that the individualism and risk avoidance have positive

effects on dependent decision-making inclination. Besides, Podrug et al. (2006) asserted that the tolerance level decreases in high-uncertainty environment. It is expected that a manager who avoids uncertainty, makes decisions to protect stability, provide stableness and decrease

line with the current organizational rules and norms when he/she encounters an unusual and uncertain situation (Guss et al. 2012). Thus, oversensitivity of individuals against uncertainties on high-individualist level results in this situation. According to the result of a research made by LeFebvre and Franke (2013) on university students in Ghana, it has been determined that individuals prefer rational decision-making manner because it is unique, has a win competitive superiority and is solely responsible.

Positive effect of the risk-avoidance inclination on intuitive decision-making, which is one of the results obtained from the research, is not consistent with the findings of Becker and Palmer's research (2009). As a result of a research performed on the senior-level managers from four large-scale companies in Germany (2) and Mexico (2), Becker and Palmer (2009) have observed that the more uncertainty-avoidance increases, the more rational decision-making level increases.

In the present research, it is observed that the low power-distance dimension predicts the rational decision-making significantly, which was determined with all dimensions of decision-making manners and with the participation of all stakeholders. Kohun and Skovira (2011) asserted that some dimensions of social culture such as power-distance and uncertainty avoidance affect decision-making manners. With a similar interpretation, after examining the business relationships among employees and managers, Bi-

Table 4: Rejection and acceptance of the hypotheses

<i>Hypotheses</i>	<i>Result</i>
H1.1. Individualism has positive and linear influence on dependent decision-making manner.	Accepted
H1.2. Individualism has positive and linear influence on the avoidance from decision.	Rejected
H1.3. Risk-avoidance has positive and linear influence on dependent decision-making manner.	Accepted
H1.4. Risk-avoidance has positive and linear influence on the avoidance from decision.	Rejected
H1.5. Risk-avoidance has positive and linear influence on rational decision-making manner.	Rejected
H1.6. Risk-avoidance has positive and linear influence on spontaneous decision-making.	Rejected
H1.7. Risk-avoidance has positive and linear influence on intuitive decision-making manner.	Accepted
H1.8. Low power distance has positive and linear influence on dependent decision-making manner.	Rejected
H1.9. Low Power Distance has positive and linear influence on rational decision-making manner.	Accepted
H1.10. Femininity has positive and linear influence on intuitive decision-making manner.	Rejected
H1.11. Femininity has positive and linear influence on dependent decision-making manner.	Rejected

alas (2009: 117) states that the managers in the countries with low power distance perceive the employees as their business partners and prepare an environment for participation. Nevertheless, the managers in the countries where there are extensive inclinations for low power-distance do not think that they are sole authorized personnel for decisions. Kazi (2012) asserted in his research that Finnish culture has low power-distance, high-individualism, and low masculinity features and accordingly brings participative decision-making manner into the forefront.

It is observed that the risk-avoidance has no effect on spontaneous decision-making according to the findings. The same finding has been reached in a research by Ayoun and Moreo (2008). As a result of the research related to the influence of uncertainty-avoidance on strategic decision-making and which has been conducted by Ayoun and Moreo (2008) on the senior level hotel managers in USA, Malaysia, Taiwan and Turkey, it has been ascertained that the managers who came from the cultures with high level of uncertainty-avoidance refrain from acting fast, and resist strategic change. On the contrary, they discovered that the managers who came from the cultures with very low uncertainty-avoidance were more substantial against instability and were also able to make fast decisions for big and risky ventures.

In the present research, it is observed that the average of high power-distance (4,08) is higher than the average of individualism (3,82). Dabiæ et al. (2015) have determined in their research that while the inclination of globalization is decreasing power-distance, it is increasing individualism, and also that the national culture has effect on vigilant and high vigilant decision-making manners. In another research by Khairullah and Khairullah (2013), it has been determined that Chinese cultural values have affected managers' decision-making manners. It has also been stated that some values of the philosophy of Confucius such as loyalty, cooperation and coherence increase collectivism, and also cause managers and employees to socialize, to make friends and to behave based on personal relations.

One of the important findings of this research relates to the interaction between decision-making manners. The more rational decision-making increases, the more spontaneous decision-making decreases. The more decision-avoidance lev-

el and intuitive decision-making level increases, the more spontaneous decision-making level increases. According to this result, the more spontaneous, intuitive and tentative decision-making inclination decreases the more rational decision-making inclination increases. It is typical that the rational decision-making manner is applied mostly by professional managers who have been educated in management-related fields. Thus, it is expected that professional managers make their decisions more rationally and decrease the risks which might occur due to spontaneous and intuitive decision-making.

CONCLUSION

As a result of the findings obtained from the study, the belief that social culture has influence on the decision-making manners of the managers living there is supported. When the findings of previous studies on the same issue were compared with the findings of this study, important differences were discovered in addition to similarities. These results indicated that culture is not only a factor that affects decision-making manners. This is because, although, it is expected for a manager who has feminine values in UK or Turkey to be inclined to intuitive decision-making manner, this finding could not be affirmed in the research performed on Turkish managers. For this reason, it is possible to state that there are numerous factors such as previous experiences, personal characteristics, organizational conditions and environmental factors which affect the decision-making manners of managers.

RECOMMENDATIONS

Comparative studies need to be performed on the managers of public, private and non-governmental organizations to determine the influence of social culture on decision-making manner more distinctly. Globalization and technologic developments cause important and fast changes on social cultures. For this reason, it will be considerably beneficial to do the literature in relation to this subject in such a way that studies will help determine the discrepancies among the cultures in different countries in relation to this subject. Thus, common scientific researches should be performed in different countries by scholars who study on this subject.

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