The Impact of Organizational Culture on the Decision-Making Process for Kuwait University

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This research is aimed at investigating and studying the impact of the prevailing organizational culture on decision-making at Kuwait University. The analytical descriptive approach was used to collect and analyzes data from a sample of 127 leaders who currently occupy leadership positions and others who have left and return to their previous work as faculty members in Kuwait University. This study has reached a set of results based on the study. One of the most important of these results the convergence of the evaluation of both university leaders and faculty members of the nature of the organization culture prevailing in the administrative climate at Kuwait University. The study also found that both leaders and faculty members believe that the higher the quality of the organizational culture domains prevailing in the university, the better the administrative decision-making process with all its components. This contributes to the growth of organizational culture and improved decision-making process at Kuwait University. The study also found that national cultures only partially influence decision-making process in a certain environment. This study recommends to the management policy-makers that they should understand the nature of decision. They should also have an understanding of the prevailing organizational culture in order to add value to effectiveness and implementation of decision-making process, through an impact based decision-making process.

Keywords: organizational culture, decision-making, Kuwait University, descriptive analytics, management policy-making

Introduction

Decision-making has traditionally been the core of the managerial roles. No organization can attain its objectives without the management making effective decisions at all the levels of hierarchy. There is a lot of different information that is going which comes from the modern technology, which has increased awareness among the staff, the dynamic and complicated nature of the decision-making process itself. Owing to this complicated nature of decision-making, there is need for effort by staff, individuals, or teams to participate in developing and evaluating alternatives to reach viable decisions. Moreover, it is becoming increasingly clear that successful organizations find strength in mobilizing participation of all relevant staff in the decision-making process and empowering some of them to act more freely at the lower levels of the organizational pyramid (Oreifeg, 2001). Naturally, the larger the organization is, the more complicated its

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processes and activities will be, and the more dynamic its internal environment parameters will be, reflecting directly on the process of decision-making.

The concept of organizational culture is the essence and the main driving force behind understanding the organization behavior including the decision-making processes. Organizational culture involves the values, assumptions, thinking patterns, common practices and traditions developed among the staff and reflected in their day-to-day behavior within the organization. It gives the organization its unique identity as it addresses issues, such as: what is its mission, why does it exist, how has it survived, and what is its future direction. Organizational culture has significant influence on the thinking and behavioral patterns of employees, and therefore has a substantial impact on the decision-making process. Usually, strong and positive organizational culture encourages creativity, participation, team work, excellence, recognition, and risk-taking, which all reflect positively on the dynamics and process of decision-making. In particular, group participation helps to enrich the process immensely by having the abilities and experiences to contribute to the development, assessment, and choice of appropriate alternatives to handle problematic issues (Cochran-Smith & Lytle, 1999).

This study seeks to understand the impact of organizational culture prevailing at Kuwait University on decision-making, especial as leaders work in single environment. In addition to this, the research also aims at reaching more effective decisions through participation of leaders, their understanding of decision mechanism, and the prevailing organizational culture. Final focus of the research is possibility of generalizing its results to higher education institutions in Kuwait.

Research Problem

Decision-making represents one of the most prominent factors in the social changing processes of contemporary management and the core of the daily business of managers at all levels. The management process itself is a series of decisions related to planning, organizing, directing, and controlling. Without these decisions, it is highly unlikely that coherence of management itself can be maintained.

The influence of organizational culture on different aspects of decision-making is not static but subject to changes and variations due to many factors, such as technology, communication, leadership, education, innovation, value, etc. (Claver and Hopis, 1998; Jalal, 2017). Looking at the possible relationship between the organizational culture and decision-making must be a comprehensive exercise, taking all relevant factors into consideration (Shata, 2009). The issue of values assumes a special significance in this respect. Values play an overwhelming role in the formation of the organizational culture, and shape the mental framework for decision-makers, regarding the direction of an organization.

The research problem is formulated into the following question: Is there a difference in perception between leaders and faculty members at Kuwait University toward the impact of university organizational culture on the effectiveness of decision-making? From the main question, the following sub-questions arise:

1. What is the degree of perception and evaluation regarding of the impact of organization culture on the decision-making?

2. To what extent do leaders and faculty members know about the domains of organization culture and their effectiveness?

3. Can the leaders and faculty members identify the effective mechanisms in the decision-making process?

Research Importance

The following outlines are the importance of this study:

• This study stems from the modernity of the issue of organizational culture and its impact on decision-making process in the environment of Kuwait University.

• There is a scarce and limited existing literature in terms of local previous studies in this field at Kuwait University.

• The results of this study can help to contribute to knowledge of characteristics domains of organization culture and its impact on the decision-making process through recognizing leaders and faculty members' perception and shedding light on the nature of this influence.

• The research can contribute to highlighting the prevailing organizational culture; this could identify strategic in reaching more effective decision, which could possibly be generalized to all academic institutions in Kuwait.

• In practice, the importance of this study is displayed through the result; it can be provided by identity the impact of organizational culture on decision-making process.

• The study contributes through discovering the characteristics of this relationship for the practical education management at all levels of decision-making.

• This study is expected; it provided a useful scientific material for higher educational institutions in Kuwait, to enrich administrative knowledge, and serve as starting point for future researches in the event of relevant to in this field.

Research Objectives

The aim of study is to explore the perceptions of the leaders and faculty members at Kuwait University about the impact of the organizational culture on the effectiveness of decision-making.

This research aims to answer the following question:

1. Identify the theoretical aspects of both organizational culture and the decision-making.

2. Identify the impact of the organization culture on decision-making.

3. Recognize difference between perceptions of leaders and faculty members concerning the impacts of organizational culture on decision-making.

4. Discover any statistically significant relationship between the domain of organizational culture and decision-making process.

5. Present suggestions and recommendations that could strengthen decision-making process by drawing on the positive and constructive areas of Kuwait University's organizational culture.

Hypotheses

This research seeks to test the following hypotheses:

1. There is no significant difference in means between Kuwait university leaders' perceptions and faculty members' perceptions university concerning its organizational culture.

2. There is no significant difference in the means between Kuwait university leader's perception and faculty members' perceptions concerning the decision-making process.

3. There is a statically significant relationship between organizational culture and its domains and decision-making process in its dimension in the study sample.

Limitations

• This study aims to explore the nature and theoretical concepts of organizational culture and the decision-making process. It also examines the domains of each of the organizational culture, and the impact of these components on the decision-making.

• The human sample included academic leaders and faculty member of Kuwait University (leaders, deans, assistance dean, head of department, committee, and department board) where the faculty member whom hold previously occupied leadership position and stepped down.

• Kuwait University was chosen because it is the only government university in the state of Kuwait.

• Time limitation is that this study was performed in year 2018/2019

The Theoretical Framework of the Study: Terminology

Decision-Making

The word decision has been stipulated in various dictionaries as an act of or need for making up one's mind or making a judgment. Also, it has been put as the choice made between alternative courses of action in certain circumstances (Al Boraey and Al Towegry, 1993). Decision-making can be regarded as the mental processes (cognitive process) resulting in the selection of a course of action among several alternatives. The terms are also the process of defining alternatives then choosing the best according to the situation (Hussain, 2005).

As a working definition for this study, decision-making will mean the comprehensive process of defining problems and issues, analyzing the situation, developing and evaluating alternatives, choosing an alternative, and putting it into action.

Organizational Culture

It is the "set of beliefs, values, and norms together with symbols like dramatized events and personalities that represent the unique character of an organization, and provides the context for action in it and by it" (Gareth, 1977, p. 319). Moreover, another writer defines organizational culture as:

> A pattern of shared basic assumptions that the group learned as it solved its problems that has worked well enough to be considered valid and is passed on the new members as the correct way to perceive, think and feel in relation to those problems. (Shein, 1993, p. 12)

Thus, according to the definitions above, it can be described as organizational culture, the pattern of shared values, beliefs and attitudes among staff that influences their behavior, conduct, and practices, creating a unique identity and atmosphere for any organization.

Kuwait University

Kuwait University established in 1966 is the only government education institution that awards bachelors, masters, and doctoral degrees. Currently, it features 14 colleges and 36,704 students in the academic year 2017/2018; there were 1,577 faculty members for the school during this term.

Theoretical Background

The Organizational Culture

To understand how organizational culture shapes and affects the decision-making process in an organization, it is important to first understand the concept of organizational culture itself. As mentioned earlier,

organizational culture is the set of beliefs, values, and norms that represent the unique character of an organization. Therefore, it is a pattern of shared assumptions, common interactive beliefs that impact the internal control forms, and set behavioral standards that dictate the way people behave in the organization (Al Thowainy, 2008).

The primary types of organizational culture include:

• Group oriented (more specifically team oriented, as it is well established now that synergetic teams help achieve give better results as compared with individual effects);

• Social origin and people oriented, in which the most contentious issue should be how much focus and concern the management should direct to people;

• Participative in nature, as organizational culture must be shared by the vast majority of the employees in the organization;

• Developmental and evolving, in which time is required to be shape the culture in a certain manner. Here the culture is deeply rooted in an organization's history and collective experience. Over time it becomes a pattern of shared assumptions and an active living phenomenon and Entangled, in which the culture can comprise subcultures as well as visible and invisible aspects, which affect (and are affected) by each other (Robbins, 1998; Al Thowainy, 2008).

Organizational culture plays a key role in all organizations as it affects all aspects of organizational life. Culture impacts the ways in which people interact with each other, the mechanisms and types of decisions made, the style of the leadership adopted, the handling of change, the prevailing attitudes, the way people actually spend their time at work, and the overall effectiveness of the organization in realizing its mission and vision (Johns, 1998).

Positive organizational cultures have been linked to increased staff loyalty and involvement, resulting in increased employee productivity and advanced levels of commitment in regarding to strategic direction (Barney, 1986).

Organizational culture can play an active role in changing the organizational content management. Whether internal or external, strong organizational cultures provide the driving forces that make change possible, and weak organizational cultures create obstacles and breeds resistance (Jalal, 2017). It is highly recommended that a culture gap assessment be conducted whereby differences between current cultural traits and those required for the change initiative can be identified.

Organizational culture can be a source of excellence enabling organizations to achieve competitive advantage and assume a strong position among rivals. Moreover, it can enable the organization to adapt smoothly to environmental changes. Therefore, it can be said that organizational culture is possibly the most critical factor in determining an organization's capacity and effectiveness. It contributes to organizational identity and image; working as cohesive glue that brings employees together and creates momentum towards the desired direction creating for longevity and success.

Organizational culture differs from one organization to another and it also varies according to the well-known classification of cultural differences proposed by Hofestede (1998). According to Hofstede (1998), certain aspects of the world influence business behavior. The main dimensions of culture include the following:

• Power distance: The extent to which the less powerful member of the organization expects and accepts that the power is distributed equally. Low scores of power distance indicate that bosses and subordinates are

close where power distribution is concerned, and high scores mean that there is a perception that some individuals in the organization possess more power than others;

• Uncertainty avoidance: This reflects the degree to which people in a certain country accept uncertainty, risk and unstructured situations;

• Individualism vs. collectivism: This refers to the extent to which people act individually or as a member of a group. In a collectivist society, there is strong group cohesion and a large amount of loyalty to the group. The opposite is true for individualistic societies;

• Masculinity vs. femininity: This refers to how much a society adheres to sticks and values traditional male/female roles;

• Long-term orientation: This refers to how much a society values long-standing as opposed to short-term traditions and values. In his research, which extended for many years, Hofestede (1998) noted that it is important to acknowledge the fact that much of organizational culture stems from the national culture and many societal values and practices are transferred to the organizations.

In addition to what has been proposed by Hofestede, different methods have been used to classify organizational cultures. As an example of these classifications, the following typology has been noted:

• Bureaucratic culture, where authority and responsibility lines are clearly defined, and regulations are strictly applied;

Creative culture, where creativity, innovation, entrepreneurship, and adaptability are highly encouraged;

• Supportive culture where risk-taking is encouraged, mistakes are viewed as learning opportunities, and diversity is welcomed and valued. In such a culture, there is a collaborative attitude towards problem-solving and decision-making;

• Process culture is most often found in organizations where there is actually no feedback. In this type of organizational culture, people are obsessed with the operations and the process of how things are done (Mohamed, 2007).

Another typology was proposed by Roger Harrison (Handy, 1985) to identify four types of organizational cultures as follow: power culture, role culture, tasks culture, and person culture. This power culture concentrates power among few with little bureaucracy. In role culture, there are delegated authorities with a defined structure. In task culture, teams are formed to solve problems. The personal culture exists when individuals believe in themselves superior the organization (Handy, 1985).

It is important to create and maintain a strong organizational culture whichever culture type prevails. The strength of organizational culture has also been defined in various ways. According to Gordon and DiTomaso (1992), the stronger the culture of an organization, the more effect it will have on outcomes at the organization. A strong organizational culture can be directly related to the degree to which the upper levels of management and other employees share the same beliefs about the culture of the organization. Strength of culture has been defined as coherence (Deal and Kennedy, 1982), homogeneity (Ouchi and Prince, 1978), and congruence (Schall, 1983). All of the aforementioned definitions tend to agree that it can be measured by evaluating the overall acceptance of one set of traits that define the culture of an organization. Therefore, this study operationalizes organizational culture by measuring the difference of means between university leaders and faculty members to see if they generally agree or disagree about the organizational culture present at Kuwait University, when making a decision.

It is evident from the relevant literature that organizations which foster strong cultures can benefit in many ways. Such organization tends to be able to attract high-level talent and keep them for longer periods. It may provide better chances for aligning the organization towards achieving its vision, mission, and strategic objectives. It also leads to high employee motivation, loyalty, and increased team cohesiveness and team spirit among employees (Khatteb and Ismail, 2006).

To create and maintain a healthy culture, any organizational obstacles need to be removed (Al Sharkawy, 2002). A major obstacle to a healthy organizational culture is the absence of a clear vision and strategic direction for the organization. Ambiguity of roles among organizational members resulting from obsolete organizational structure tends to lead to conflicts. Centralization and concentration of authority in the hands of top management with the reluctance to allow employee participation is not likely to create a favorable atmosphere for strong organizational culture.

Decision-Making

Decision-making can be defined as a process that involves actions, data opinions, and factors that lead to a moment of choice. As proposed by Harrison (1999), the process comprises the following steps:

• Define of the problem to be resolved or the situation that needs to be addressed. At this stage, a clear objective needs to be set in order to determine the boundaries for subsequent actions.

• Identify the various alternatives that are related directly (or indirectly) to the issue under consideration. The quality of the decision depends to a great extent on the ability to develop a wide range of viable alternatives (Wong, 1995). Therefore, as an important step, the environment must be appropriate scanned to obtain relevant information required develop these of alternatives.

• Evaluate these alternatives on the basis of adequate comparison to determine their relative merit. Such comparisons will depend on the possible cause and effect of each alternative, the risk involved as well as the preferences of the decision-maker.

• Choose the best alternative. This infects the most crucial step in the decision-making process. The act of choice depends on the firm belief that the selected alternative is the best option to approach the particular situation. The choice depends on the information available and the judgment of the decision-maker.

• Implement the decision by putting words into action. Carrying out the decision and making it a reality is what really matters. The viability of the decision will be determined based on the extent to which objectives behind the decision have been realized. Follow-up and control is required to ensure efficient and effective achievement of these objectives. Such follow-up is also important to remove any possible obstacles to put the decision into practice.

When discussing the process of decision-making, the issue of rationality tends to arises. Rationality refers to building a decision on logical reasoning. For example, El Banna (2006) argued that the limitations of the decision-making factors, such as stress on decision-makers can lower the quality of the decision. Nevertheless, following the coherent steps in the decision-making process can help in maintaining the rationality. However, examining such rationality in the abstract may not be useful to explain the variations in decisions according to the circumstances in which they occur, (Hussain, 2007).

Decisions also differ according to the risk or uncertainty involved in the possible of the outcomes (Robbins and Coulte, 2005).

There is extensive literature about the methods and tools that the decision-maker can utilize to reach the best alternative to solve a problem. Delegation of authority to lower levels of management hierarchy can add to

the effectiveness of the decision-making process particularly through enhancing the motivational aspects (Kinicki and Kreitner, 2003). Brainstorming is now one of the most popular tools that are used to generate and evaluate alternatives. It is particularly useful when there is a need to challenge established patterns of thinking and when there is firm resistance to change. Brainstorming allows for wide participation in group decision-making, a method that can be highly effective in ensuring smooth decision execution (Owens, 2004). Another widely used and accepted tool in the decision-making process is the Delphi technique, which was developed in the 1950's and is still used in many areas. The technique involves a group communication process to gather opinions of experts in certain fields about a specific issue or problem that needs to be resolved. It is particularly useful in situations where consensus is required (Hsu and Sandford, 2007). The technique works through a number of cycles of written discussion and argument experts, and it is managed by a facilitator responsible for making the decision who could be the manager. Participants in the process do not meet, and in many cases, they do not know the others who are involved. The facilitator controls the process and manages the consolidation of the information. As with any other group decision-making method, the Delphi technique has its merits and demerits. It ideally provides the advantage of the diverse expertise of its participants. Moreover, the anonymity and remoteness of the process may help in avoiding any shortcomings from group thinking and personality clash and conflict. On the other hand, its effectiveness can be limited, as success of the method depends basically on the quality of the participants (Daft, 2003). Although simulation was through history ago as a tool in decision-making, it gained momentum in recent years in connection with advanced technology. The development of modern computer software has made simulation a feasible technique to apply in the complex situations of today's in organizations. Its usefulness emerges from the fact that problems too complicated for analysis by conventional methods can be solved easily using a computer program (El Sayed, 2002).

In the decision-making process, the decision-tree can be used as an effective tool in making the appropriate choice from the available alternatives. It usually provides a useful structure and framework in which the decision-maker can outline options and analyze the possible outcomes of choosing a certain option. It also helps in forming a balanced picture of the expected risks and returns of each possible course of action (Nelson and Quick, 2003).

Expert systems are knowledge-based systems consisting of a computer program that contains knowledge about a specific subject the analytical logic of one expert or more. Experts systems are widely used in decision-making and problem solving. The logic consists of sets of rules and dependencies that analyze information related to mathematical analysis of the problem, and it recommends the course of action required to tackle the problem. The main advantages of using expert systems are the time and cost savings, and notable the quality improvement of decisions in outcomes with consistent answers for routine and repetitive decisions, processes, and tasks. However, a system the apparent lack of human common sense, which is highly needed in some situations, may adversely impact the effectiveness of the decisions which the system offers. Moreover, the challenges involved in automating complex processes and the lack of inflexibility to adapt to changing circumstances may limit its validity in some cases (Greenberg and Baron, 2003). Managers also use scenarios in assessing the relative strength of available alternatives that enables them to choose the best course of action. The basic idea is to build the best- and worst- case scenarios of outcomes for each alternative and perform a comprehensive comparison assessment. Such scenarios are used in regulating the decision-making process (McBurney and Parsons, 2002). It is apparent that the use of these tools and techniques will lead to more

effective and objective decisions. However, expert systems should be used in an environment that encourages employee participation and involvement.

As mentioned above in addition to the organizational culture, personal and environmental factors cannot be overlooked when assessing the decision-making process. Several factors related to the personality of the decision-maker influence decision-making. These factors may include past experience, feelings, cognitive biases, age, and individual differences (Stevenson, 1996). Past experience, for example, can impact future decision-making. When positive results are associated with a decision, it is more likely that the decision-maker will decide in a similar way, given a similar situation. In addition to past experiences, cognitive biases, which are thinking patterns based on observations and generalizations, will certainly have an impact on the way decisions are made. An example of such bias is the "belief bias" defines as an overdependence on prior knowledge in arriving at decisions (Greene, 2005). Additionally, behavioral factors related to personal values, risk taking, attitude and courage to face consequences can have an impact on decision-making process (Harrison, 1999).

Environmental factors also have a direct impact on the decision-making process in the organizations or indirect manner. For example, decision-makers should take into account the possible impact of the external political factors into consideration because the certainty/uncertainty of decision outcomes can be affected by these factors. Furthermore, economical, legal, and technological factors also have an impact on the decision-making process (El Sharkawy, 2002).

Although some attempts have been made to connect organizational culture with decision-making, they have been insufficient for examining the relationship in an Arab context. Decision-making is inherently a behavior of individuals and organizations. The unique culture of the Middle East that focuses on familial and religious values should have a measurable impact on the process of decision-making at public institutions. This study aims to integrate both organizational culture and decision-making to determine if there is indeed a correlation between the two in the context of the Middle East.

Previous Studies

The connection between cultural organization and the decision-making process is not immediately evident. However, several studies investigated the involvement between the two and provide strong evidence that cultural organization does indeed affect the decision-making process. Some of the most relevant examples come from other studies conducted in the Arab world provide some of the most relevant examples. A study by Al Khashali and Al Tameemi (2005) addressed the subject in Jordanian information technology (IT) companies. The study aimed to investigate the role of the organizational culture in participation in decision-making. A specific model was used and identified four elements of organizational culture: collaboration, innovation, coherency, and effectiveness. For participation in decision-making, three elements were identified: belief in participation effectiveness, perception of participation impact on managers' power and participation commitment.

The study revealed that there was high level of implementation of various elements of organizational culture and participation in decision-making. However, significant differences were found in all elements of organizational culture.

The study provided a number of recommendations, including delegating authority to all levels, having managers pay more attention to employees' suggestions, and ignoring their suggestions study explains would have a negative impact on employees' motivation and participation in decision-making.

Another study conducted by Yousef (1998) on the United Arab Emirates (UAE) the industrial sector of aimed to discover the study at the influence of organizational cultural on managerial styles of decision-making and concluded that there was a statistically valid correlation between the two elements. El Maghraby (1998) also discussed the nature of prevailing organizational culture in the banking sector in Jordan the research concluded that such culture can affect the managerial behavioral patterns in decision-making as indicated by apparent discrepancies in such behaviours.

From the academic field, Al Ahmedi (2007) conducted a study about the role of personal and organizational values in shaping the attitudes and performance of university deans in Saudi Arabia (KSA). The study identified the most important personal values as follow: religiousness, intellect, and socio-political and economic values. The organizational values outline by the included: study focused on and participation. The study recommended that universities take certain steps to enhance the positive role of values among members of higher education institutions in KSA.

A study by Jalal (2017) suggested that organization culture seems to be the key leadership's decision and organization accomplishment.

Al Thowainy (2008) sought to discover the influence of organizational culture in the development of human resources in technical educational institutions. The study found shortcomings in the issue of decentralization of authority and power, and lack of flexibility regarding work systems and group decision-making mechanism. As a result, the study recommended that there is a pressing need to encourage creativity among employees and allow for more participation in the decision-making process.

This study places itself within an interdisciplinary convergence between decision-making and organizational culture. Therefore, the review of relevant literature must reflect such interconnectivity as we look at the impact of the organizational culture on decision-making. There is an abundance of literature on the issue of decision-making scattered over a wide variety of books, journals, and web pages. Equally, there is no shortage of academic and non-academic deliberations on the subject of organizational culture. It is also true that the impact of corporate culture on the design, management, and performance of organizations has attracted considerable attention particularly within the domain of comparative management. However, the specific issue of the relationship between the organizational culture and decision-making—to the best of the author's knowledge—has not been widely discussed, particularly in Kuwaiti service organizations. In this study, we will attempt to look at some relevant studies regarding this specific issue.

A renowned study by Yeoman and Watson (1997) pinpointed a number of factors that lead to wrong decisions, inter alia, not taking into consideration the influence of prevailing organizational culture. Also, Al Gamdi (1998) addressed the obstacles facing strategic decision-making in some organizations in Britain. He identified 15 obstacles, according to his findings, the most serious of these were related to participation and motivation to implement the decisions, which can be regarded as integral part of the wider issue of organizational culture. A similar study by Simons and Thompson (1998) tackled the issue of managerial decision-making in Australian organizations. The study aimed at articulating the process of decision-making from the viewpoint of managers and identifying the internal and external factors that affect the process. The research concluded that the main external factors include customers' perceptions, sales, rivals, market share, demand for product or service, government policy, and subsidy. The institutional influences, on the other hand, were identified as: organizational conflict, the degree of formality, financial targets, administrative procedures,

productivity, and performance (Simons and Thompson, 1998). Most of these factors represent the determinants of the organizational culture.

Main and Rambo (1998) argued [that some mangers could be a trapped into imprudent for decision-making], and there are different factors that can lead them to fall into such a trap. These factors could be economical (such as the unfavorable financial situation of the company), psychological (such as excess optimism and control illusion), social (like justifying and looking for decision acceptability, informally) or institutional (such as company size, communication channels, and organizational identity).

To examine the issue from narrower perspectives, a study by Winterman, Smith, and Abell (1998) addressed the role of information in decision-making in governmental institutions. The study also investigated management attitudes in these organizations towards the effect, quality and the magnitude of information as inputs to the process of decision-making. The study concluded that managers in governmental institutions pay a great deal of attention and are highly concerned to have the right information at the right time to avoid possible mistakes when making decisions.

Some studies have addressed the direct impact of organizational culture on some institutional aspects. For example, Denison (1999) sough to display the ways by which organizational culture affects institutional effectiveness. The study concluded that organizational effectiveness had been positively affected by employee's commitment to the organizational mission internal flexibility and company ability to adapt to external environmental pressures. Moreover, Jeffery (2005) analyzed the influence of organizational values and behaviors of managers on the organizational effectiveness in a military unit. This research found that the higher the commitment to these values, the greater the contribution to effectiveness. If these results could be applied to a company or a public institution, such as Kuwait University, it can be hypothesized that a commitment to stated organization values would lead to better effectiveness and better decision-making. The mission statement of Kuwait University states that the university is committed to strengthening national values promoting, Arabic and Islamic principles, disseminating knowledge, and developing and investing human resources Kuwait University also seeks to achieve excellence and distinction in education, scientific research, and community services utilizing modern technology.

The Distinguish of This Research From a Previous Study

The literature that has been discussed above indicates that there is a general them regarding the impact of culture on decision-making. Most studies in the relevant literature agree upon the proposition that organizational culture plays a crucial role in influencing the decision-making process. These studies have been performed in sophisticated environment that has contributed to the development of the concept of organizational culture and its deterring impact on improving the work environment, staff performance, and decision-making. These studies have also contributed to development and formulation of the hypothesis and questionnaire of this study. This study differs from previous studies in that; it applies to the only public university in Kuwait. In addition, its study is unique being to the sample of current and former leaders in university to know. The objective of this study in respect is also unique, as it also seeks to discover. There is extent difference in views between these professional about the impact of organizational culture on decision-making process within the university. The result of this study can be adopted in other higher educational institutions. Furthermore, this study distinguishes itself from its predecessors because it deals with the variables of organizational culture domains, such as leadership, creativity, teamwork, participation cooperation, etc. and its impact on decision-making.

Methodology

• Based on the nature of the study and the information that it seeks to obtain from the sample of the study, the descriptive analytical method is applied to the answer of the leaders and faculty members who previously occupied leadership positions have since retired or moved to other.

• The methodology of this study is based on describing the phenomenon of realistic and scientific description. Also, an interpretation is made to reach conclusion that contributes to the understanding of this reality and its evolution.

Population

The study population represents all Kuwaiti and non-Kuwaiti faculty members at the only state university of Kuwait and they represent 1,577 faculty members for the academic year C.

Sample

The study sample was chosen intentionally 127 leaders and faculty members were selected to representing 8.1% of the total population of the study. This study sample selection is generally one of the most important steps required to accomplish the goals of the research. The sample selection depends on the goals of the research, the procedures, difficulty in obtaining participants, and the spacing of the college buildings from each other. The researchers believe that the sample represented of reality and the finding can be generalized.

Table 1

The Distribution of the Sample of the Faculties of Kuwait University

Serial	Faculty	Total number of the teaching staff members	Sample size	Percentage of the sample
1	Law	79	6	7.9
2	Arts	159	12	7.5
3	Science	259	20	7.7
4	Medicine	199	16	8.0
5	Engineering	252	20	7.9
6	Paramedics	54	5	9.3
7	Education	124	10	8.1
8	Sharia	91	7	7.7
9	Administrative Sciences	143	11	7.7
10	Pharmacy	32	3	9.4
11	Dentistry	35	4	11.4
12	Social Sciences	118	9	7.6
13	Girls University	35	4	11.4
Total		1,577	127	8.1

Source: University Vice President Office for Planning (2018).

Tools

Reliability and validity. Questionnaire validity and its content coverage of the main areas and objectives of the study were verified and revised by a group of specialists in the field of administrative sciences. Based on their observations, some modifications were made, and unsuitable statements were excluded. The consistency reliability was measured by applying the two questionnaires to a sub-sample of 20 people. The Cronbach's

alpha coefficient was calculated using the Statistical Package for Social Sciences (SPSS). The results of this exercise showed that the Cronbach's alpha coefficient for the first questionnaire is 0.76, while Cronbach's alpha coefficient for the second questionnaire is 0.85.

Interviews. Kuwait university leadership and faculty members were interviewed so as to identify the domains of organizational culture and to understand how decisions were made.

Questionnaire. The research used the field study as the main to data collection tool. The questionnaire was prepared according to previous studies and reviewed the concepts of the development of leadership skill relevant to contemporary leaders. After completion by faculty members, the questionnaires were presented to the arbitrator. The necessary modifications were made pursuant to the arbitrators' guidance some statements were modified, and inappropriate statements were excluded. In its final form, the questionnaire includes 91 items.

The study used two questionnaires. The first one is designed to investigate the status of organizational culture among Kuwait University faculties, as only public higher educational institution; the second questionnaire was designed to understand the decision-making process in the university.

• The organizational culture the questionnaire of consists of five parts that comprise (63) statements. These five components of organizational culture include cooperation and participation, effectiveness and innovation, responsibility and affiliation, leadership and follow-up, and human relations and teamwork. These components were compiled to give a composite measurement of organizational culture at Kuwait University.

• The decision-making questionnaire of consists of three parts that comprise (28) statements. Though it is possible to analyze the relationship between organizational culture and the decision-making process by comparing each of the questionnaire variables.

This study utilizes each questionnaire as a composite measurement of organizational culture and decision-making to provide an overview of the interconnectivity of the two.

Statistical Methods.

The following statistical tools were used in this study:

• The statistical program (SPSS-version 22) was used in the data analysis, the mathematical means the standard deviations, t-test used for the difference between leaders and faculty members

• Pearson correlation coefficient was used to study the association between the organizational culture components and the decision-making process among the faculties of Kuwait University.

Data Analysis and Results

This section presents a detailed description of the results of the empirical study. The section is divided into three sub-sections according to the study hypotheses.

First Hypothesis

There is no significant difference in means between the university leaders' perceptions and faculty members' perception concerning its organizational culture.

Table 2 shows the results of the respondents. There is no statistically difference between leaders and faculty members in Kuwait University in organizational culture averages as the calculated of the t-value test (2.26) is not statistically significant at level of 0.05. This indicates a convergence between the evaluation of

university leaders and faculty members of the nature of the organization culture that prevails in Kuwait University administrative climate. The result could be applied to adjust convergence ideologies and the leaders in perception of the university's vision, mission, and value. This result confirmed the first hypothesis of the research.

Table 2

Differences Between Leaders and Faculty Members on the Organizational Culture

Sample	Number	Mean	Standard deviation	*t*-value	Degrees of freedom	Significance
University leaders	25	110.86	7.56	2.26	125	Not statistically significant
faculty members	102	113.12	8.73			

Second Hypothesis

There is no significant difference in the means between Kuwait University leaders' perceptions and faculty members' perceptions concerning the decision-making process.

Table 3 indicates that there is no statistically significant difference between leadership and faculty members' responses concerning the decision-making process. The calculated *t*-value is 1.68 which is not statically significant at a 0.05 level of significance. This result shows a convergence between university leaders and faculty members' response concerning the process of decision-making at Kuwait University. This result also demonstrates that both leaders and faculty members belonged to one environment and the difference between them very rare due to the nature of Kuwait society to which the majority of the sample members belonged to. Also, there is similarity in administrative ideas concerning decision-making processes among the two sub-samples. This confirms the second hypothesis of the research.

Table 3

Difference Between the Leaders and Faculty Members Regarding the Decision-Making Process

Sample	Number	Mean	Standard deviation	*t*-value	Degrees of freedom	Significance
University leaders	25	49.23	5.21	1.68	125	Not statistically significant
Faculty members	102	43.65	6.01			

Third Hypothesis

There is a statistically significant relationship between the organizational culture and its domains and the decision-making process in the context of the study sample.

Table 4 shows that there is statistically positive relationship between organizational culture and decision-making process as evaluated by faculty member at Kuwait University. The value of the correlation coefficient between the two variables was 0.72 which is statistically significant at level of 0.01. The value of correlation coefficients between the areas of organizational culture and the decision axis were positive and statistically significant range of 0.46 to 0.9, which is statistically significant at a level 0.01.

This result indicates that the faculty member believes that the higher the quality of the organizational culture promotes, the better the administrative decision-making is. This contributes to the role of the organizational culture as being indicative of improving the decision-making process at Kuwait University. This result confirms the third hypothesis.

Table 4

The Relationship Between the Elements of Organizational Culture and Decision-Making in Kuwait University

		Questionnaire of the organizational culture						Decision-making Questionnaire
		Cooperation and participation	Effectiveness and innovation	Responsibility and affiliation	Leadership and follow-up	Human relations and team-work	Total questionnaire	
Culture	Cooperation and participation	1						
	Effectiveness and innovation	0.52	1					
	Responsibility and affiliation	0.47	0.76	1				
	Leadership and follow-up	0.56	0.69	0.46	1			
	Human relations and team-work	0.62	0.53	0.51	0.74	1		
Total questionnaire		0.90	0.70	0.48	0.71	0.66	1	
Decision-making questionnaire		0.65	0.84	0.75	0.61	0.54	0.72	1

Conclusions and Recommendations

From the analysis of the empirical study and related conceptual framework, the researchers can identify pinpoint the following conclusions.

There is no a statistically significant difference between the average scores of the university leadership and faculty member sample, as far as organizational culture is concerned. In contrast, the survey results cannot reject the null hypothesis that there is no statistically significant variation between the average scores of the university leadership sample and the average scores of faculty members, regarding decision-making process. This is related to the following reasons:

1. The leaders are mainly faculty members, and both groups exit in the same organization and organizational climate.

2. The organizational culture and decision-making process are exercised at all level of leadership, beginning with department boards (of which the faculty members).

3. All levels of leadership members are affected by organizational culture and practicing decision-making process in the different organizational levels.

4. Academic leaders are a reciprocal of faculty members is selects or appoints a faculty member for a term and then a faculty member returns again, many of whom are not currently leaders in leadership positions.

This result appears to indicate an ideological and cultural convergence between the two samples. It is evident that there is a positive correlation between the organizational culture and the decision-making process which a supporting the proposition put forward by Yousef (1998), El Fa'ory (2001), and Bobbett (2001). Therefore, the result of this study clearly confirms that organizational culture had an impact on decision-making process.

• The results of the study show an effectiveness of decision-making process at Kuwait University supported by its established organizational culture which allows both leaders and faculty members to participate in university decision.

• Implementing decisions may take a long time, which is a finding that seems in line with the conclusion made in a study conducted by Al Gamdi (1998).

- Furthermore, statistically important correlations have been found between patterns of decision and organizational culture; this is in line with finding of Maghraby (1998).

- Social, religious, and intellectual value on the effectiveness of university leaders as well as the teamwork, employees' interest and organizational justice. Having an affecting on the effectiveness of decisions, this is confirmed in the studies conduct by Jeffery (2005) and Al Ahmedi (2007).

- This study finds that the stronger the organizational cultures breed more effective decision-making outcome. This finding is in consistent with study of Gordon and DiTomaso (1992).

- According to this study, the basic features of the decision-making process in the academic institutions are as follows; targeting the improvement of work quality, dealing with crises promptly, and efficiently utilizing the capabilities of individuals. The university highly seeks transparency in its approach employees encouraging them to participate in the decision-making process. This appears to be consistent with what has been indicated in a study by Simons and Thompson (1998).

- Prevailing organizational culture has notable impact on the dynamics of groups' participation and social relations. Consequently, organization influences the ability to reach viable and effective decisions. This finding supports a similar conclusion by Salem (2006) and Al Ahmedi (2007).

- Finally, as proposed by Al Thowainy (2008), the organizational culture helps organization members to acquire certain traits, such as recognition of the importance of individual roles in achieving organizational objectives, trust, self confidence, and ability to exercise control over work competition. Prevailing organizational culture in Kuwaiti Academic Institutions needs to be strengthened further on this matter.

On the basis of the above findings, some recommendations can be given as to how the role of organizational culture in the decision-making process could be strengthened in ways that would promote its effectiveness and rationality. These recommendations include the following:

a. The importance of management needs to gain an understanding of the nature of decision-making in the organization which entails is particular a clear understanding of the organizational culture prevailing in the organization.

b. Kuwait University should enhance the skills of staff by providing them with the knowledge and best practices of how to use scientific and rational methods in decision-making and execution.

c. Emphasis should be placed on leaders acquiring the necessary organizational culture and their forming perception of the cultures of difference employees, so that members can achieve a common goal.

d. The university should take appropriate measures to help changing prevailing mentalities and management style which lead to demarcation between decision-making and implementation.

e. Kuwait University should develop more effective communication systems with the clear objective of providing and sharing information among organization members. Internal communication is a key factor in maintaining creating strong organizational culture.

f. The university should modify the organization structure to support empowerment, delegation, and participation in the decision-making process.

g. Kuwait University management should raise the awareness of employees in all field on sites of participation.

h. Administration of Kuwait University should pay more attention to employees suggests and not ignore them as this negative affects their motivation, accountability, and contribution to decision.

i. The university should provide training programs to employees in organizational culture practice and decision-making in order to gain effective skills

j. Organizational culture awareness is important factor for strategic planning and communication processes which in turn directly support decision-making.

k. The university should substantiate a culture of democracy in the decision-making process and establishing the appropriate mechanisms to ensure employee participation in the process.

l. The university should create a climate that encourages creativity, participation, innovation, a reward system that promotes such a tendency, and the feeling of ownership in the organization.

m. It is importance to perform periodic review of the organizational culture and its impact on the participation of individuals in the decision-making process.

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