

## Likelihood Of Decision Making Styles On Cultural Dimension Of Business Managers Of Pakistan

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### **Abstract:**

*Business managers with different cultural background have different prospective, norms, standards, values and principles which often have potential to effects on business manager's assessments, judgments and decision making. This research presents the convergence of decision making styles of managers of four provinces (Punjab, Sindh, Khyber Pakhtunkhwa and Balochistan.) of Pakistan on the basis of culture. This research compares the similarities and differences among the business managers of these provinces. Dr. Geert Hofstede theory of cultural dimensions has employed for this research to identify the influence or dominance of culture on decision making and Big Myer'ss four styles of decision making is employed to compare the styles of these business mangers on the bases of their cultures. The results confirm that the culture has great influence on decision making of business managers and each province business manager has unique decision making style based on their culture. This research provide base for future studies in the context of Pakistani culture or any culture which may have effect on human psychology. The decision styles of managers from Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa are compared in this research paper.*

**Key Words:** Culture Dimension, Decision Making, Influence, Styles, Culture.

### **Introduction:**

Decision making is an essential part of daily life of business managers they are generally involved in decision making that may influence the actions of others. Managers try to take right and best possible solution in the interest of organization on which the decision is made. The making procedures are intensely affected by various perspective factors, like structure of organization, leadership style, personalities of decision makers and culture (Noorderhaffen, 1995). Different decision making approaches are generally recognized but still very unpredictable to understand it true nature of relation with the environment or any other variable(s) (Schwartz 2010). National and international interaction is increasing day by day in the current scenario of globalization and an effective decision making is essential for managers all over the world.

Pakistan is a multi cultural country and all four provinces of Pakistan (Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa) have distinct cultures. Diversity is a major feature of Pakistan's culture on the other hand cultural differences have also been found among the people of four provinces of Pakistan (Mehmood, Zia, 2014). There are lots of local companies and multinational companies are working in these provinces. Trade agreements between Pakistani

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and international companies are accelerate day by day due to globalization. This is a complicated assignment for managers who deal with a more and more dynamic, inter dependent and complicated national and international environment (Schwartz 1994).

The business managers of these provinces have unique negotiation styles and also are influenced by their diverse culture (Mehmood, Zia, 2014). The purpose of the research is to determine the influence of culture on the decision making and also compares the decision making styles of business managers form Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa of Pakistan.

### **Literature Review:**

According to George and Jones, (1996), “A process by which the members of organization select particular best course of action among the different actions in response to threats and opportunities called decision making.” The research of decision making is an important part of different disciplines like psychology, mathematics, economics, sociology, political science and business administration, to name a few. Philosophers consider that decision describes the values (Ambrus 2009). Researchers separate the decision options at crucial stages on which they choose the best option in term of decision making. Investigation of organizational behavior and risk move forwards from a more practical desire to assist business managers attain better results.

Goldstein and Hogarth (1997) explain decision is to, how individuals balance information and the degree to which the action has been taken and match the information offered and its magnitude. Whereas the cracks of making decisions is to concentrate more on the result with regards to the actions or choices and how these could be enhanced through decisions maker (Harrison E.F 1996) .

Schwenk (1988), it is essential for a company to have strategic decision, most of the time the decision that are strategically made are not properly related or structured, these are the areas need to be considered because the top management rely on these relation of make decision. These decisions should be free of pressures and interdependencies, but sometime they may also be interdependent by understanding the past situation as well as on the current or real time situation (George 1996). Decision making should be examined at unique areas despite the organizations and between the procedures which relate judgment and analysis driven definitions. During reviewing the literature about decision making and its processes, it can be helpful to analyze that there are a large quantity of explanations for the term itself (Harrison, 1996). Making decision “is the very important activity employed by business managers in all kinds of companies and at all levels”. Top management is specifically responsible for all strategic decisions of organization (Elbanna, 2006).

According to Daft (2001), decisions can be unsafe and uncertain without any achievement. The outcomes of the good decision assist a manager, group or organization to be effective and efficient, the bad decision is its reverse. Organizations are grown, or fail as an outcome of decision made by its managers. The examination of decision making and judgment in broader, such as decision examination research which can emphasis on whether individuals make logical decisions, versus judgment evaluation of which one emphasis the accuracy and reliability of individuals' judgments (Goldstein 1997). There are several different tactics in which managers make decisions and these tactics structured on such things as traits of personality, different kinds of uncertainties and the nature of problem (Dyer et al 2009) . According to Danielson (2024) there are two essential elements of decision making which engage estimations of the possibility of a result and how appealing those results would be. Stating the process theory Harrison (1996) discover six functions of strategic decision making; (1) decision making begins

with setting goals and ends in accomplishing them, (2) scrutinizing the environment to get appropriate information to be able to uncover substitutes that could complete the goals, (3) the substitutes are compared based on the observed relative uncertainty of reason and influence relationship and the decision makers preference, (4) when decision makers decides a particular direction, (5) the decision is made actuality and (6) the confirmation of the result of decision match with the goals.

However, a person decision making procedures can also be identified in terms of decision principles that produce substitute for individual's decision (Elbanna 2006). Researchers found that person try to utilize particular principles while making decisions under any situations Daft (2001) determines these decisions principles as a substitute that offer maximum payoff based on all upcoming conditions. Researchers revealed that an individual analyze each substitute and choose the option offering highest payoff. By considering these decision principles, Eberlin (2008) discovered that quick strategic decision making have an influence on the performance of organization, employee commitment and organizational growth.

Those people are competent and have capabilities to reach their destination or perform such activities that are the way that leads them towards their destination (Anderson 2011). Self-efficacy is the capability of a person on which he uses his skills whether these skill relates to its physical one or it relates to his non-physical like cognitive m emotion. These skills explained the people and their activities and direction towards the problems.

Danielson (2024), presented following decision making basic steps:

- a. Interpreting the problem: It is a significant phase in decision making, there will be no best solution if the problem is poorly interpreted.
- b. Examining the problem: Discovering the essential elements responsible for the problem internal/external, if the "incorrect" essential problem is discovered, just as before the solution is not likely to be successful.
- c. Determining decision formulas and their significance: Assists specify the desired goals or objectives.
- d. Building and assessing substitute solutions: Thinking about the various ways to resolve the problem.
- e. Selecting the most effective solution: Selecting which will increase results.
- f. Employing the solution: Place the decision into practice.
- g. Analyzing End result: Whether the result genuinely solved the problem.

Gomez-Ray (2016) conceived that rationality distinguish the behavior which is analytical in chasing goals, underlies several cultural models of rationality. Fang (2003) expresses that the decisions are as rational as they can be based upon the limitations of the decision makers.

Hofstede (1980) and Singelis et. Al (1995) declare that the values and beliefs used by individuals under culture influence through which the behaviors of people, groups, and organizations within cultures are put into law, and the level to which they are perceived as legitimate, acceptable, and useful. Hofstede (2011) edition of value/belief theory contains four dimensions of cultural values and beliefs: Individualism versus Collectivism, Masculinity versus Femininity, Tolerance versus Intolerance of Uncertainty, and Power Distance versus Power Equalization.

Cognitive process is significant influence on choosing the best possible solution. The perceptions of cognitive have been discovered to vary considerably across countries and regions. According to Harrison (1996) it is identified that some of the develop country employees think out of the box, mean they do not think in their personal or cultural styles especially United State of America.

The current research hypothesis is analyzed that decision-making styles vary and depends on culture. Studies that have been conduct earlier said that Asian-Americans are self-oriented they do not want to be governed and have more compatibility to comply authority. Researches on cognitive style have also pointed out that people from a culture whose child brought up in the customs that promotes obedience in the child and similarity to parental authority is linked to the field of dependent and cognitive style (Jackson et al. 1995). Another study has been conducted by the Kumar (2011), in which he depicted three management approaches the first one intuitive the second one is analytical and the third approach is integrated. Those who follow the analytical style of management they understand every bit and byte of the problem and connect these bits and bytes in the relation that help in comprehend the problem and its connection. When it refers to intuitive style, the solution is based on the hunches of the managers or the problem solver along with the ill-structured situation in which relation become very difficult to understand (Vroom 2003). The third approach is the integrated style that refers to both the intuitive and analytical style, in that situation the integration or the relation of both the management style interconnect and try to find the solution of the problem as per need basis. Singelis et al. (1995) indicates the very powerful point that the dominancy of the manager play an important role in overcoming the situation in terms of dynamic management style that refer to the combination of the styles as per the situation.

Cox (2011) recommended a model of decision styles that identifies the influence of values and perceptions. The model indicates that decision makers are influenced by directive, analytic, conceptual, and behavioral forces and it can be relevant to the typology of needs formulated by (Warren et al. 1995). Rathnayaka (2014) suggested that behavior is motivated by the demands of being successful, strength and association. A person has this style if they have a low tolerance for ambiguity and are efficient, realistic, and logical in their way of thinking. His emphases on the short term results, and are fast to make decisions, normally resulting in a decision that has been produced with minimum information and facts and not properly analyzing other alternate options.

Problems sometimes give power to analytic decision makers. Analytic thinker has greater patience to understand the ambiguity as compare to his directive competitors. Data collection process to such people becomes easy because their compatibility with the cognitive complexity help them. It led them to understand the complex problems gradually and help in understanding the environment or circumstances that give them identification about the alternative options systematically.

Analytic competitors have been focused on the conceptual decision makers because they always look into the intrinsic rewards like recognition and freedom. Conceptual decision makers have strong orientation about the individuals and are very comfortable with the complexity of cognition. Conceptual decision makers refer to the construct. Construct is the combinations of the items that basically make the construct, the construct's items relation give the information of their connectivity in different dimension. That helps in understanding the repercussion of the decision that is made conceptually, that also minimizes the risk and lead toward the creativity and perfection.

Behavioral decision style refers the relation of the manager or the decision maker that lead to more affiliation with the follower and build the relation. This relation not only helps in communication but also help in creating association with colleagues and followers or subordinates. These kinds of decision makers are more prone to listening (Okleshen 1996).

### **Methodology:**

The studies of management's practices for one cultural environment may provide unfavorable outcomes in another. To prevent such difficulties modern managers have to understand the main concept of the culture. Ward (1996) presented a best definition of culture is composed of models, explicitly and essentially connected of and for behavior obtained and conveyed by signs, constituting done successfully with effort of human groups, including their expression in artifacts; the important elements of culture is composed of traditional ideas and specifically their linked values collectively shared by nearly all members of some social group.

To investigate the influence of culture on decision making of Pakistani business managers, Hofstede theory of cultural dimension is employed. Mehmood & Zia, (2014) have discovered the cultural differences among the Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa's business managers of Pakistan and also presented their different styles of negotiation which were influenced by their unique cultures.

Model of decision styles has been used by the Saaty (1985) for comparison of the decision making styles based on culture. This is used to collect data from the business managers of all four provinces of Pakistan. Responses were sought from all organizations on a wide range of issues relating to the influence of culture on decision making of business managers the population of this study comprised national and international organizations in the provinces ( Punjab, Sindh, Balochistan and Khyber Pakhtunkhwa) of Pakistan.

The questionnaire was organized on all organizations in all provinces with the help of voluntary research assistants. Top managers / Chief Executive, middle managers and lower managers of every selected organization were approached and convinced to fill the questionnaire. Some organizations which did not participate were indifferent and unwilling to disclose information due to some causes such as management policy and mistrust to justify their lack of cooperation. A simple random sampling approach was used in choosing the participating national and international organizations. A total of 1000 copies of the questionnaire were used on the all national and international organizations but 908 were completed and returned. This shows 90 percent response rate (approximately). Sampling is an element of the complete population properly chosen to represent that population. The validation for using random sampling approach is that it removes the possibility that the sample is biased by the preference of the individual choosing the sample (John 1996). Another validation is that it is specifically essential when one would like to apply research findings specifically to a population (Liu et al. 2024).

The participating organizations composed the division of analysis. The organizer of the questionnaire was done on top manager or chief executive, middle managers and lower managers at each organization surveyed (Ginevicius 2006). The use of primary data technique is acceptable because according to Van der Mierden (2021), it is the rapid and simplest of the tools to employ if aim is publication.

Hofstede reveals the four key cultural dimensions; power distance, individualism, masculinity and uncertainty avoidance and all cultural difference are identified by these dimensions. This cultural typology is found on the findings of many studies (Hofstede, 1980).

### **Data Analysis:**

**Cultural dimensions Data Analysis:**

Score of Four Provinces						
Dimensions	Punjab	Sindh	Balochistan	Khyber Pakhtunkhwa	Mean Province Score	Range of Province Score
Power Distance (PoD)	40	54	68	80	57	11-104
Uncertainty Avoidance (UnA)	46	92	45	27	64	8 -112
Individualism vs Collectivism (IvC)	91	46	20	25	38	6 - 91
Masculinity vs Feminity (MvF)	62	95	60	57	49	5 - 95
Total	239	287	193	189		

**Power Distance (PoD)**

The Khyber Pakhtunkhwa culture score higher on power distance (PoD = 80) than Balochistan (PoD = 68), than Sindh (PoD = 54) and particularly the Punjab (PoD = 40). The level to which subordinates take part in decision making process is inversely co-related with the power distance. The low power distance depicting in Punjab depicts that they are more democratic and participative in working places.

**Uncertainty Avoidance (UnA)**

The Punjab uncertainty avoidance scored (UnA = 46) was notably lower than other provinces. Uncertainty is something that is unable to find or forecast, the impact of uncertainty risk can be minimized by getting and understanding the information. Through the information and using the analytical the information is interpreted on certain problem.

However, Balochistan business managers are more collectivistic and consensual decision makers than other provinces business managers' counterparts. Negative co-relation is found between uncertainty avoidance and the need for achievement based on data that cultures low in tolerance for uncertainty would tend to be less achievement's oriented. The implication is that Punjabi business managers will have a higher need for success than their Sindh, Balochistan and KPK counterparts.

**Individualism vs Collectivism**

Balochistan managers will seem to be more hierarchical, binding in cultural and societal values while make decisions. Mehmood, Zia (2014) also found that the Sindh scored higher on individualism (IND = 91) than any other provinces. The Sindh score significantly exceeded that of Balochistan (IND = 72) and the Balochistan society in Mehmood & zia (2014) study,

and a subsequently calculated score of 20 for Punjab. The very higher level of individualism in Sindh should motivate decision making processes that both focus on self-interest and rely on objective analysis. It should also favor the expression of aspects that may compromise harmony.

Balochistan scores better than the Sindh, Khyber Pakhtunkhwa and Punjab on institutional collectivism. The result of Balochistan in terms of individualism depicts that their culture focus on group interest as well as the strong relation with the affiliation. This dimension strongly urge towards the mutual communication and decision making and the implementation and choosing of decision styles.

On the other hand, the collectivism score shows that Khyber Pakhtunkhwa is better than the other three provinces. It is very obvious through the data that in KAP, autocratic and directional leadership style is followed which is not very strong in Sind, Punjab and Balochistan. On the other hand it is found that Khyber Pukhtoonkhwa has a strong collectivism instructionally which higher than other provinces. The data of Balochistan depicting that it is more prone towards the group collectivism other than the three provinces scores higher on power distance than Punjab, Sindh and Khyber Pakhtunkhwa.

### **Masculinity vs Feminity**

Data show the Sindh has the highest in masculinity (MvF=95), that depicts the culture of Sindh more prone towards the masculinity, where the role of men in sindh culture is higher than any other culture, then the second strong masculinity (MvF=62) culture is the Punjab culture where the dominancy is high as well. The last two provinces Balochistan (MvF=60) and Khyber Pukhtoonwhwa (MvF=57) where feminity has its role as compare to other two provinces.

### **The Decision Making Style Model of Boulgarides**

A total of 870 business managers from the Sindh, Punjab, Balochistan and Khyber Pakhtunkhwa completed the Decision Style questionnaires. Using the decision style instrument of Boulgarides (1985), contained 19 situation structured items. The four decisions directive, conceptual, behavioral and analytic are to be communicated by four statements represented by an item. Participants were directed to allocate one particular following mutually unique numbers to every of the four statements. One number was allocated if the statement is your lowest recommended answer. Number two was allocated if this statement is your third most recommended answer; Number four was allocated if this statement is your second most recommended answer; Number eight was allocated if this statement is your most recommended answer. The fact 15 points (1 + 2 + 4 + 8) was allocated across the four statements for every question. A total of 285 points (15 points x 19 items) were offered for allocation. Therefore, the score of every decision style ranges from a minimum of 19 (1 point x 19 items) to a maximum of 152 (8 points x 19 items). Interviews were also performed with the purpose to obtain complete understanding of the quantitative results that explore the significance of the results, containing the aspects that assist or reduce the use of various decision styles. Between five and eight randomly-selected business managers from each of these four provinces were interviewed. The ages of participants were between 23 to 54 years, education was between intermediate to master and experiences were between 2 years to 27 years. The Balochistan and Khyber Pakhtunkhwa managers had less formal education than Sindh and Punjab managers because the poverty, political instability and cultural restrictions.

### **Result**

Punjab's business managers got the score which is the highest among the four provinces in relation of the conceptual decision style (mean=79.1) and the analytic decision style (mean=82.2), on the other hand the lowest in both the directive style (mean=64.8) and behavioral style (mean=58.8). The Sindh business managers got the highest in the conceptual

style (mean=72.7) and in analytical style (mean=71.8) and have little difference with behavioral style (mean=71.1) and lowest in directive style (mean=69.4). While the Balochistan got the most is directive style (mean=84.3) and second lowest is analytical style (mean=73.0) and then is conceptual style (mean=67.5), the lowest one is behavioral style (mean=60.2). Khyber Pakhtunkwa (KPK) business managers got the lowest score among the three provinces, both the directive decision style (mean=63.7) and the conceptual decision style (mean=66.6) along with the analytic decision style (mean=72.3) but higher in the behavioral decision style (mean=82.5).

### Decision Styles

Decision Styles	Punjab	Sindh	Balochistan	KPK
Directive Mean	64.8	69.4	84.3	63.7
Std. Deviation	(8.3)	(6.4)	(6.7)	(6.0)
Analytic Mean	82.2	71.8	73.0	72.3
Std. Deviation	(7.7)	(6.3)	(7.8)	(6.3)
Conceptual Mean	79.1	72.7	67.5	66.6
Std. Deviation	(8.8)	(6.5)	(7.4)	(6.6)
Behavioral Mean	58.9	71.1	60.2	82.5
Std. Deviation	(6.8)	(5.9)	(6.6)	(7.8)
Total	285	285	285	285

The comparisons disclosed that Baloch business managers got substantially higher on the directive decision style in comparison of the Punjab, Sind and Khyber Pakhtunkhwa. The Khyber Pakhtunkhwa business managers got the lowest on the directive style than their Punjab Sindh and Balochistan counterparts. Punjabi business Managers scored significantly higher among the Sindh, Balochistan and Khyber Pakhtunkhwa on both the analytical decision style and the conceptual decision style. The Khyber Pakhtunkhwa business managers slightly higher than the sindhi on the conceptual style, but there was no significant difference between the Khyber Sindhi and Balochistan samples on the analytic decision style.

### Conclusion

The dominancy of the education and the ideology of it indicates the analytical capability of Punjab because of the rationality and scientific management. Similarly, if we look into the Punjab's capability of using conceptual style, that depict the consistency and looking ahead or beyond the expectation.

High degree within group and collectivism shows the directive traits of Baloch business managers. If we compare it to Punjab business manager we can easily distinguish that Baloch managers maintain social order. The behavioral tendencies of the Khyber Pakhtunkhwa business managers are related with the collectivism which dominates. In Punjabi business manager, the power and responsibility of making decisions is related on individual's basis. In contrast, power and responsibility in Khyber Pakhtunkhwa business managers are likely to be not so strong. The follow-up interviews recommend that the Khyber Pakhtunkhaw business managers use decision making processes that involved comparatively more individuals and



additional subjective factors than in the Punjab and especially Balochistan. Most Khyber Pakhtunkhwa interviewees agreed that many business managers had been involved positively in decisions making in their companies.

Sindh usually takes more time to make decision and also spend more time to complete the decision process. Similarly, in Punjab and Khyber Pukhtoonkhwa the interviews depicted that they take week or months to make decision, the time span is common response of Khyber Pukhtoonkhwa, sometime more time required to reach on decision making. Although Khyber Pakhtunkhwa decision making is slow and purposeful.

Punjabi, Sindhi, Khyber Pakhtunkhwa and Balochi business managers have distinctive national style of decision making. Need for achievement reflect in the behavior of the Punjab decision style. In their behavior it is reflected that they are more towards the appreciation and to be recognized as well as problem handle like, that mean they have capabilities to comprehend the situation and conceptualize the problem. This leads to formalized decision making process. Contrary to that, Sindh, Baloch and Khyber Pakhtunkhwa styles of decision show or may say more tilt towards high need for affiliation and personal power.

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