




Designing an Appropriate Model of Managers' Decision-Making Styles by Considering Managers' Spiritual Intelligence and Employees' Organizational Citizenship Behavior

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ABSTRACT

Objective: The present study aimed to design and test an appropriate model of managers' decision-making styles based on managers' spiritual intelligence and employees' organizational citizenship behavior among managers and employees of Islamic Azad University in Sistan and Baluchestan Province.

Methods and Materials: This study was conducted using an applied, descriptive-correlational design with a structural equation modeling approach. The statistical population included all managers and employees of Islamic Azad University in Sistan and Baluchestan Province during the 2020–2021 academic year. Sampling was performed using a stratified sampling method. Based on Cochran's formula, 146 employees were selected from among 300 employees and 57 managers were selected from among 70 managers, resulting in a total sample of 203 participants. Data were collected using the General Decision-Making Style Questionnaire, the Spiritual Intelligence Self-Report Inventory, and the Organizational Citizenship Behavior Questionnaire. The reliability and validity of the instruments were confirmed through Cronbach's alpha coefficients, composite reliability, and confirmatory factor analysis. Data analysis was conducted using descriptive statistics, Pearson correlation analysis, and structural equation modeling through SPSS and AMOS software.

Findings: The results demonstrated that spiritual intelligence had a significant positive effect on rational decision-making style ($\beta = 0.61, p = 0.001$) and intuitive decision-making style ($\beta = 0.37, p = 0.001$), while it had a significant negative effect on avoidant decision-making style ($\beta = -0.46, p = 0.001$). Organizational citizenship behavior also positively influenced rational decision-making style ($\beta = 0.42, p = 0.001$) and negatively affected avoidant decision-making style ($\beta = -0.34, p = 0.001$). Furthermore, spiritual intelligence significantly predicted organizational citizenship behavior ($\beta = 0.66, p = 0.001$).

Conclusion: The findings of the present study indicated that spiritual intelligence and organizational citizenship behavior play substantial roles in shaping managers' decision-making styles within higher education institutions.

Keywords: *Decision-Making Styles, Spiritual Intelligence, Organizational Citizenship Behavior, Managers.*

1 Introduction

In contemporary organizations, managerial decision-making has become one of the most critical determinants of organizational effectiveness, sustainability, and competitiveness. Rapid technological developments, increasing environmental uncertainty, organizational complexity, and growing expectations from stakeholders have intensified the importance of effective managerial decisions in educational and administrative systems. Decision-making styles influence how managers analyze information, evaluate alternatives, solve organizational problems, and respond to environmental changes. Different decision-making styles may produce varying organizational outcomes, particularly in academic institutions where human interactions, intellectual capital, and organizational culture play substantial roles in institutional success. Consequently, identifying the factors that shape managers' decision-making styles has become a central concern in organizational behavior and management studies (Kurşunmaden & Bedük, 2023; Muttaqjean et al., 2023).

Educational organizations, especially universities, operate in highly dynamic and multidimensional environments that require managers to balance rational planning, human relations, ethical considerations, and strategic adaptation. In such contexts, traditional managerial competencies alone are insufficient for effective leadership and decision-making. Contemporary organizational theories increasingly emphasize the importance of psychological, emotional, and spiritual dimensions of leadership in improving managerial performance and organizational effectiveness. Among these dimensions, spiritual intelligence has emerged as a significant construct capable of influencing managerial cognition, ethical behavior, interpersonal relationships, and organizational outcomes (Sharifnia et al., 2022; Wu, 2024). Spiritual intelligence enables individuals to derive meaning from experiences, maintain inner balance during uncertainty, and integrate ethical and humanistic values into professional practices. Managers with high spiritual intelligence are more likely to demonstrate purposeful leadership, moral responsibility, and constructive problem-solving approaches that positively affect organizational functioning.

The concept of spiritual intelligence has attracted increasing scholarly attention in recent years because of its role in promoting adaptive organizational behaviors and enhancing leadership effectiveness. Spiritual intelligence involves the ability to apply spiritual values, existential

awareness, and deep self-understanding in daily life and organizational interactions. It contributes to greater emotional regulation, resilience, empathy, and ethical sensitivity in professional environments. Research has demonstrated that spiritually intelligent individuals tend to exhibit stronger interpersonal skills, more effective conflict management, and greater organizational commitment (Ahmed & Asim, 2023; Wu, 2024). In organizational contexts, spiritual intelligence has been associated with positive workplace outcomes such as employee engagement, job satisfaction, psychological well-being, organizational trust, and constructive citizenship behaviors (Hakim & Pristika, 2020; Jena, 2021).

Several scholars have argued that spiritual intelligence significantly influences managerial behavior and leadership effectiveness. Managers who possess higher levels of spiritual intelligence are more capable of understanding the broader consequences of their decisions, managing organizational stressors, and fostering positive workplace climates. They tend to make decisions based not only on technical rationality but also on ethical awareness and social responsibility. Such managers are more likely to create supportive environments characterized by trust, collaboration, and mutual respect (Karaca, 2020; Santa et al., 2023). Moreover, workplace spirituality and spiritual leadership have been found to positively influence employee motivation, organizational commitment, and organizational performance, emphasizing the practical relevance of spirituality-related constructs in modern organizations (Murdiono & Suparno, 2023; Putra & Khan, 2023).

Another important organizational construct related to managerial effectiveness is organizational citizenship behavior (OCB). Organizational citizenship behavior refers to voluntary, discretionary, and extra-role behaviors performed by employees that contribute to organizational efficiency and effectiveness without being formally rewarded by the organizational system. These behaviors include altruism, conscientiousness, sportsmanship, civic virtue, and courtesy. Employees who demonstrate high levels of organizational citizenship behavior often exceed formal job requirements, assist colleagues, participate actively in organizational affairs, and contribute positively to organizational culture and productivity (Alfiana et al., 2022; Sutaata et al., 2024). Organizational citizenship behavior has become increasingly important in educational institutions because universities rely heavily on collaboration, teamwork, and voluntary participation among employees and academic staff.

Previous research has consistently shown that organizational citizenship behavior positively affects organizational performance, employee productivity, innovation, and institutional sustainability. Employees who engage in citizenship behaviors contribute to smoother organizational functioning, reduced interpersonal conflicts, and stronger organizational cohesion. These positive behaviors improve organizational adaptability and facilitate the achievement of institutional goals, especially in service-oriented organizations such as universities (Hasan et al., 2024; Lestari et al., 2024). Moreover, OCB has been linked to improved leadership effectiveness, stronger organizational commitment, and higher levels of workplace satisfaction (Masrum et al., 2025; Noermijati et al., 2024).

The relationship between spiritual intelligence and organizational citizenship behavior has also received considerable empirical support in recent years. Studies indicate that spiritually intelligent individuals are more likely to demonstrate empathy, cooperation, moral responsibility, and prosocial organizational behaviors. Spirituality in the workplace fosters meaningful relationships, intrinsic motivation, and collective commitment, all of which encourage citizenship behaviors among employees (Jena, 2021; Rosyid et al., 2024). Similarly, organizational cultures that emphasize spirituality, ethical values, and social responsibility tend to promote voluntary organizational participation and constructive interpersonal relationships (Flórez-Jiménez & Lleó-de-Nalda, 2023; Vasconcelos, 2023).

Researchers have further argued that organizational citizenship behavior may function as an important mechanism through which managerial and psychological factors influence organizational performance and effectiveness. Emotional intelligence, spiritual intelligence, leadership styles, organizational culture, and workplace spirituality have all been identified as antecedents of organizational citizenship behavior in different organizational settings (Eisenberg et al., 2021; Navis et al., 2020). In educational environments, citizenship behaviors among employees and faculty members contribute significantly to institutional development, collaborative learning, and organizational innovation. Such behaviors become particularly important in universities where organizational success depends heavily on intellectual cooperation and collective engagement (Ali et al., 2021; Hurriyati et al., 2023).

Recent studies have highlighted the important role of spiritual and emotional factors in shaping organizational

behavior and managerial effectiveness. Emotional intelligence and spiritual intelligence have been found to enhance employee performance and organizational effectiveness through mediating mechanisms such as organizational citizenship behavior and organizational commitment (Santa et al., 2023; Zacharias, 2022). Similarly, workplace spirituality has been associated with improved employee attitudes, greater organizational identification, and stronger engagement in citizenship behaviors (Jena, 2021; Rosyid et al., 2024). These findings suggest that spiritual intelligence may influence managerial decision-making indirectly through its effects on organizational behavior and workplace interactions.

In the context of higher education institutions, managerial decision-making plays a particularly critical role because university managers are responsible for balancing educational quality, organizational efficiency, faculty development, and institutional competitiveness. Universities are highly knowledge-intensive organizations characterized by diverse stakeholders, complex interpersonal interactions, and rapidly changing environmental demands. Therefore, managers in such institutions require advanced cognitive, emotional, and spiritual capacities to make effective decisions and maintain constructive organizational climates (Göker, 2021; Qasemi & Shahkarami, 2024). In this regard, spiritual intelligence may provide managers with the ability to integrate ethical considerations, human values, and long-term perspectives into organizational decisions.

Furthermore, organizational citizenship behavior among university employees can significantly affect institutional performance, educational quality, and organizational sustainability. Employees who voluntarily support organizational activities, cooperate with colleagues, and engage positively in institutional processes contribute substantially to organizational success. Studies conducted in educational settings have demonstrated that OCB enhances institutional effectiveness, employee satisfaction, and organizational adaptability (Hurriyati et al., 2023; Lestari et al., 2024). Consequently, understanding the factors associated with OCB is essential for improving organizational functioning in higher education institutions.

Empirical studies conducted across different organizational contexts have consistently confirmed the positive effects of spiritual intelligence and organizational citizenship behavior on organizational outcomes. For example, research has demonstrated that spiritual intelligence enhances employee performance through organizational citizenship behavior and organizational

commitment (Ida Ayu Putu Widani et al., 2021; Radiany & Radiany, 2021). Other studies have shown that workplace spirituality positively affects organizational effectiveness, job satisfaction, and employee engagement (Oktarisa et al., 2024; Riadi et al., 2025). Additionally, organizational citizenship behavior has been identified as an important predictor of operational effectiveness, organizational sustainability, and collaborative organizational climates (Hasan et al., 2024; Tuyen Buia et al., 2025).

Despite the increasing body of literature on spiritual intelligence and organizational citizenship behavior, limited research has specifically examined their combined role in shaping managers' decision-making styles within higher education institutions. Most previous studies have focused independently on leadership, employee performance, workplace spirituality, or citizenship behavior without integrating these constructs into a comprehensive managerial decision-making model. Moreover, the majority of existing studies have been conducted in business or industrial organizations, while educational institutions remain relatively underexplored. This research gap is particularly evident in Iranian higher education settings, where organizational and cultural characteristics may influence the relationships among spirituality, organizational behavior, and managerial decision-making.

Another important issue concerns the need for integrated organizational models capable of explaining how managerial psychological capacities and employee behavioral patterns interact to influence organizational outcomes. Contemporary organizational environments require multidimensional analytical frameworks that consider cognitive, behavioral, emotional, and spiritual factors simultaneously. Understanding these complex relationships may provide valuable insights for improving leadership effectiveness, organizational culture, and institutional performance in universities and other educational organizations (Abdallah & Mostafa, 2021; Wea et al., 2020).

Additionally, modern organizational challenges such as organizational silence, workplace alienation, declining commitment, and reduced employee engagement have intensified the importance of positive organizational behavior and spiritually grounded leadership approaches. Scholars have argued that organizations characterized by weak citizenship behaviors and low spiritual engagement may experience increased organizational dysfunction and reduced employee cooperation (Omoankhanlen & Issa, 2021; Sulphay & Jasim, 2025). Therefore, identifying the

organizational and psychological determinants of constructive managerial and employee behaviors has become increasingly important for institutional sustainability.

The present study seeks to address these theoretical and practical gaps by designing and testing a model of managers' decision-making styles based on managers' spiritual intelligence and employees' organizational citizenship behavior within Islamic Azad University in Sistan and Baluchestan Province. By integrating spirituality-related managerial characteristics with employee organizational behaviors, this study attempts to provide a comprehensive framework for understanding managerial decision-making processes in educational organizations. The findings of this research may contribute to the development of more effective leadership strategies, improved organizational climates, and stronger institutional performance in higher education settings.

Therefore, the aim of the present study was to design an appropriate model of managers' decision-making styles by considering managers' spiritual intelligence and employees' organizational citizenship behavior.

2 Methods and Materials

This study was conducted using an applied, descriptive-correlational, and model-development design. The purpose of the study was to design and test an appropriate model of managers' decision-making styles by considering the role of managers' spiritual intelligence and employees' organizational citizenship behavior. The statistical population consisted of all managers and employees of Islamic Azad University in Sistan and Baluchestan Province during the 2020–2021 academic year. According to the population information, the employee population included 300 individuals and the manager population included 70 individuals. Sampling was carried out through a stratified sampling method in order to ensure adequate representation of both organizational groups. Based on Cochran's sample size formula, 146 employees were selected from among 300 employees, and 57 managers were selected from among 70 managers as the final research sample. Therefore, the total sample included 203 participants. The inclusion criteria were employment at Islamic Azad University in Sistan and Baluchestan Province during the period of data collection, willingness to participate in the study, and completion of the research questionnaires. Questionnaires with incomplete or distorted responses were excluded from the analysis. Before

distributing the questionnaires, the purpose of the study was explained to the participants, and they were assured that their responses would remain confidential and would be analyzed only in aggregate form. Participation in the study was voluntary, and the respondents completed the questionnaires without the need to provide identifying personal information.

The General Decision-Making Style Questionnaire was used to assess managers' decision-making styles. This instrument was developed by Scott and Bruce in 1995 and is one of the widely used tools for measuring individual differences in decision-making tendencies. The questionnaire consists of 25 items and measures five decision-making styles: rational, intuitive, dependent, avoidant, and spontaneous. The rational style reflects systematic, logical, and information-based decision-making; the intuitive style refers to reliance on feelings, impressions, and internal judgments; the dependent style indicates reliance on advice and guidance from others; the avoidant style reflects postponement or avoidance of decision-making situations; and the spontaneous style indicates rapid and immediate decision-making. The items are scored on a five-point Likert scale ranging from strongly disagree to strongly agree. Higher scores in each subscale indicate a stronger tendency toward that specific decision-making style. The validity and reliability of this questionnaire have been confirmed in various organizational and managerial studies, and it is considered appropriate for examining decision-making patterns among managers.

Managers' spiritual intelligence was measured using the Spiritual Intelligence Self-Report Inventory developed by King in 2008. This questionnaire includes 24 items and measures four major dimensions of spiritual intelligence: critical existential thinking, personal meaning production, transcendental awareness, and conscious state expansion. Critical existential thinking refers to the individual's capacity to reflect on existential issues and deep questions related to life, meaning, and reality. Personal meaning production reflects the ability to derive purpose and meaning from personal experiences. Transcendental awareness refers to the recognition of deeper dimensions of the self, others, and the surrounding world, while conscious state expansion reflects the ability to enter and maintain higher states of awareness. The questionnaire is scored on a Likert-type scale, and higher scores indicate a higher level of spiritual intelligence. Previous studies have reported acceptable validity and reliability for this instrument, and its multidimensional structure makes it suitable for assessing

spiritual intelligence among managers in organizational and educational settings.

Employees' organizational citizenship behavior was assessed using the Organizational Citizenship Behavior Questionnaire based on the model introduced by Organ and later operationalized in widely used organizational behavior studies. This questionnaire evaluates voluntary and extra-role behaviors that are not formally required by the organization but contribute to organizational effectiveness. The instrument measures key dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to helping colleagues with work-related problems; conscientiousness reflects responsibility, discipline, and commitment beyond minimum job requirements; sportsmanship indicates tolerance of workplace difficulties without unnecessary complaint; courtesy refers to respectful interaction and prevention of interpersonal problems; and civic virtue reflects active participation in organizational affairs. The items are scored on a five-point Likert scale, with higher scores indicating stronger organizational citizenship behavior. The validity and reliability of this questionnaire have been confirmed in previous organizational research, and it is appropriate for measuring employees' voluntary and constructive workplace behaviors in educational organizations.

Data analysis was conducted in both descriptive and inferential stages. In the descriptive stage, frequency, percentage, mean, and standard deviation were used to describe the demographic characteristics of the participants and the main research variables. Before testing the proposed model, the data were screened for missing values, outliers, normality, and the adequacy of the measurement structure. Reliability of the questionnaires was examined using Cronbach's alpha and composite reliability coefficients. Convergent validity was assessed through factor loadings and average variance extracted, while discriminant validity was evaluated by comparing the relationships among latent constructs. Correlation analysis was used to examine the preliminary relationships among managers' decision-making styles, managers' spiritual intelligence, and employees' organizational citizenship behavior. In the inferential stage, structural equation modeling was applied to test the proposed research model and determine the direct and indirect relationships among the variables. Model fit was evaluated using standard fit indices, including chi-square to degrees of freedom ratio, comparative fit index, goodness-of-fit index, adjusted goodness-of-fit index, Tucker-Lewis index, root mean square error of approximation, and

standardized root mean square residual. The significance of the path coefficients was assessed at the 0.05 level. Statistical analyses were performed using SPSS and AMOS software, and the final model was interpreted based on the size, direction, and significance of the relationships among the study variables.

3 Findings and Results

The demographic characteristics of the participants indicated that the study sample consisted of 203 individuals, including 57 managers and 146 employees of Islamic Azad University in Sistan and Baluchestan Province. Among the

participants, 61.6% were male and 38.4% were female. In terms of age distribution, 24.1% of the participants were between 25 and 35 years old, 43.8% were between 36 and 45 years old, and 32.1% were above 45 years old. Regarding educational level, 18.2% held bachelor's degrees, 57.6% held master's degrees, and 24.2% possessed doctoral degrees. The results also demonstrated that the majority of participants had more than 10 years of organizational experience, indicating that the respondents had sufficient professional familiarity with managerial decision-making processes and organizational behavior within the university environment.

Table 1

Descriptive Statistics of Research Variables

Variables	Mean	Standard Deviation	Minimum	Maximum
Rational Decision-Making Style	3.87	0.64	1.92	4.95
Intuitive Decision-Making Style	3.54	0.71	1.76	4.88
Dependent Decision-Making Style	2.96	0.69	1.34	4.62
Avoidant Decision-Making Style	2.41	0.73	1.12	4.39
Spontaneous Decision-Making Style	3.11	0.67	1.45	4.71
Spiritual Intelligence	4.02	0.58	2.13	4.96
Organizational Citizenship Behavior	3.94	0.61	2.08	4.91

The descriptive statistics presented in Table 1 demonstrate that among the dimensions of decision-making styles, the rational decision-making style obtained the highest mean score ($M = 3.87$, $SD = 0.64$), indicating that managers in the studied organization primarily relied on logical, analytical, and systematic approaches when making organizational decisions. The intuitive decision-making style also showed a relatively high mean ($M = 3.54$, $SD = 0.71$), suggesting that intuitive judgments and experiential insights played an important complementary role in managerial decisions. In contrast, the avoidant decision-making style had the lowest mean score ($M = 2.41$, $SD =$

0.73), indicating that most managers demonstrated low tendencies toward delaying or avoiding decision-making situations. The findings further revealed that the mean score of spiritual intelligence was relatively high ($M = 4.02$, $SD = 0.58$), reflecting favorable levels of existential awareness, meaning production, and spiritual consciousness among the managers. Additionally, organizational citizenship behavior among employees demonstrated a high mean score ($M = 3.94$, $SD = 0.61$), indicating strong levels of voluntary organizational participation, cooperation, conscientiousness, and constructive interpersonal behavior within the university environment.

Table 2

Correlation Matrix Among Research Variables

Variables	1	2	3	4	5	6	7
1. Rational Style	1						
2. Intuitive Style	0.48**	1					
3. Dependent Style	-0.21*	0.17*	1				
4. Avoidant Style	-0.46**	-0.19*	0.41**	1			
5. Spontaneous Style	0.29**	0.36**	0.18*	0.24**	1		
6. Spiritual Intelligence	0.63**	0.39**	-0.31**	-0.52**	0.27**	1	
7. Organizational Citizenship Behavior	0.58**	0.34**	-0.28**	-0.49**	0.22*	0.67**	1

* $p < 0.05$, ** $p < 0.01$

The results presented in Table 2 indicate significant relationships among the research variables. Rational decision-making style demonstrated a strong positive correlation with spiritual intelligence ($r = 0.63, p < 0.01$) and organizational citizenship behavior ($r = 0.58, p < 0.01$), suggesting that managers with higher spiritual intelligence tended to use more rational and systematic decision-making approaches while simultaneously fostering positive organizational behaviors among employees. Intuitive decision-making style also showed positive and statistically significant relationships with spiritual intelligence ($r = 0.39, p < 0.01$) and organizational citizenship behavior ($r = 0.34, p < 0.01$). In contrast, avoidant decision-making style

exhibited significant negative relationships with both spiritual intelligence ($r = -0.52, p < 0.01$) and organizational citizenship behavior ($r = -0.49, p < 0.01$), indicating that managers with lower spiritual capacities and weaker organizational climates were more likely to postpone or avoid important decisions. The findings further demonstrated that spiritual intelligence had the strongest positive relationship with organizational citizenship behavior ($r = 0.67, p < 0.01$), emphasizing the important role of spirituality-related managerial characteristics in promoting voluntary and constructive employee behaviors within educational organizations.

Table 3

Results of Confirmatory Factor Analysis for Research Constructs

Constructs	Factor Loadings Range	Composite Reliability	Average Variance Extracted	Cronbach's Alpha
Decision-Making Styles	0.71 – 0.88	0.91	0.64	0.89
Spiritual Intelligence	0.74 – 0.91	0.93	0.68	0.91
Organizational Citizenship Behavior	0.69 – 0.87	0.90	0.61	0.88

The confirmatory factor analysis results presented in Table 3 demonstrated satisfactory psychometric properties for all research constructs. The factor loadings for all questionnaire items exceeded the acceptable threshold of 0.60, ranging from 0.69 to 0.91, indicating strong relationships between observed indicators and their underlying latent variables. Composite reliability values for all constructs were above 0.70, confirming acceptable internal consistency and reliability of the measurement model. Furthermore, the average variance extracted values

ranged from 0.61 to 0.68, demonstrating adequate convergent validity and indicating that the constructs explained a substantial proportion of variance in their indicators. Cronbach's alpha coefficients were also above the recommended threshold, further supporting the reliability and consistency of the measurement instruments. Overall, these findings confirmed that the measurement model possessed satisfactory validity and reliability and was appropriate for subsequent structural equation modeling analyses.

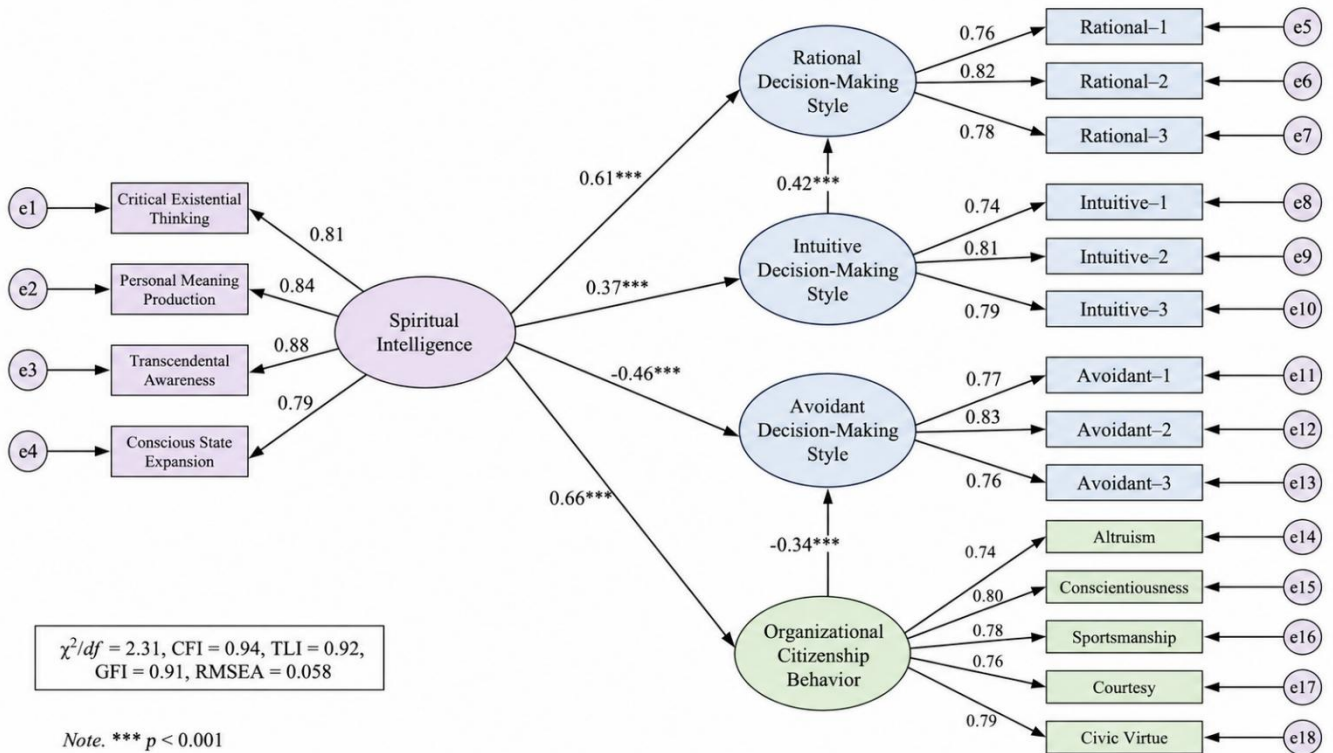
Table 4

Structural Equation Modeling Results for Direct Effects Among Variables

Paths	Standardized Coefficient (β)	Standard Error	t-value	p-value
Spiritual Intelligence → Rational Decision-Making Style	0.61	0.07	8.84	0.001
Spiritual Intelligence → Intuitive Decision-Making Style	0.37	0.06	5.29	0.001
Spiritual Intelligence → Avoidant Decision-Making Style	-0.46	0.08	-6.17	0.001
Organizational Citizenship Behavior → Rational Decision-Making Style	0.42	0.05	6.73	0.001
Organizational Citizenship Behavior → Avoidant Decision-Making Style	-0.34	0.07	-4.91	0.001
Spiritual Intelligence → Organizational Citizenship Behavior	0.66	0.06	9.42	0.001

Figure 1

Final Structural Model of Managers' Decision-Making Styles Based on Spiritual Intelligence and Organizational Citizenship Behavior



The structural equation modeling results presented in Table 4 demonstrated that spiritual intelligence exerted significant positive effects on rational decision-making style ($\beta = 0.61$, $t = 8.84$, $p = 0.001$) and intuitive decision-making style ($\beta = 0.37$, $t = 5.29$, $p = 0.001$). These findings indicate that managers with higher levels of spiritual intelligence were more likely to engage in analytical, purposeful, and insight-oriented decision-making processes. Conversely, spiritual intelligence had a significant negative effect on avoidant decision-making style ($\beta = -0.46$, $t = -6.17$, $p = 0.001$), suggesting that spiritually intelligent managers demonstrated greater decisiveness and responsibility in organizational situations. Organizational citizenship behavior also had a significant positive effect on rational decision-making style ($\beta = 0.42$, $t = 6.73$, $p = 0.001$), while negatively influencing avoidant decision-making style ($\beta = -0.34$, $t = -4.91$, $p = 0.001$). Furthermore, spiritual intelligence strongly predicted organizational citizenship behavior ($\beta = 0.66$, $t = 9.42$, $p = 0.001$), highlighting the central role of managers' spiritual capacities in shaping positive organizational climates and employee behaviors.

The goodness-of-fit indices of the structural model indicated an acceptable and satisfactory fit between the proposed model and the observed data. The chi-square to degrees of freedom ratio was 2.31, the Comparative Fit Index (CFI) was 0.94, the Tucker–Lewis Index (TLI) was 0.92, the Goodness-of-Fit Index (GFI) was 0.91, and the Root Mean Square Error of Approximation (RMSEA) was 0.058. These values confirmed that the proposed conceptual model possessed adequate explanatory power and empirical validity for understanding the relationships among spiritual intelligence, organizational citizenship behavior, and managers' decision-making styles within the studied university context.

4 Discussion and Conclusion

The present study aimed to design an appropriate model of managers' decision-making styles by considering managers' spiritual intelligence and employees' organizational citizenship behavior among managers and employees of Islamic Azad University in Sistan and Baluchestan Province. The findings demonstrated that

spiritual intelligence had a significant positive effect on rational and intuitive decision-making styles and a significant negative effect on avoidant decision-making style. In addition, organizational citizenship behavior significantly influenced managers' decision-making styles, particularly by strengthening rational decision-making tendencies and reducing avoidant approaches. The findings also revealed a strong positive relationship between spiritual intelligence and organizational citizenship behavior. Overall, the structural model demonstrated acceptable fit indices, indicating that spiritual intelligence and organizational citizenship behavior could effectively explain variations in managers' decision-making styles within the studied organizational context.

One of the major findings of the study was the positive relationship between spiritual intelligence and rational decision-making style. Managers with higher spiritual intelligence demonstrated greater tendencies toward analytical, purposeful, and systematic decision-making. This finding suggests that spiritually intelligent managers possess stronger cognitive balance, ethical sensitivity, and existential awareness, which enable them to evaluate organizational situations more comprehensively and make more informed decisions. Individuals with high spiritual intelligence tend to interpret organizational problems from broader and more meaningful perspectives and are therefore more capable of making rational and responsible decisions under complex conditions. This finding is consistent with the results reported by (Wu, 2024), who found that workplace spirituality and emotional intelligence contribute significantly to leadership effectiveness and career success. Similarly, (Sharifnia et al., 2022) emphasized that spiritual intelligence enhances professional judgment, self-awareness, and adaptive functioning in organizational environments. The findings are also aligned with the studies conducted by (Ahmed & Asim, 2023) and (Hakim & Pristika, 2020), both of which highlighted the positive effects of spiritual and emotional competencies on organizational performance and employee effectiveness.

The findings further demonstrated that spiritual intelligence positively predicted intuitive decision-making style. Managers with higher levels of spiritual intelligence were more likely to rely on insight, experiential understanding, and internal awareness when making organizational decisions. This relationship may be explained by the fact that spiritual intelligence enhances self-awareness and sensitivity to environmental and interpersonal dynamics, thereby improving intuitive

processing and holistic understanding of organizational situations. Spiritually intelligent individuals are generally capable of integrating emotional, ethical, and experiential information into their judgments, allowing them to make more adaptive and context-sensitive decisions. This interpretation is supported by (Karaca, 2020), who argued that meaningful work and transformational leadership contribute to deeper cognitive and motivational engagement in organizations. Moreover, (Flórez-Jiménez & Lleó-de-Nalda, 2023) emphasized that purpose-driven organizational cultures encourage leaders to adopt holistic and human-centered approaches in managerial practices.

Another important finding of the present study was the negative relationship between spiritual intelligence and avoidant decision-making style. Managers with higher spiritual intelligence demonstrated lower tendencies toward postponing decisions, avoiding organizational responsibilities, or escaping from complex decision-making situations. Spiritually intelligent managers appear to possess stronger psychological resilience, ethical commitment, and self-confidence, which reduce uncertainty-related anxiety and facilitate decisive action. This finding can be explained through the role of spirituality in promoting inner stability, emotional regulation, and meaning-oriented coping strategies. Individuals with strong spiritual intelligence are generally better equipped to manage organizational stressors and uncertainties without resorting to avoidance behaviors. This finding corresponds with the results of (Jena, 2021), who found that workplace spirituality enhances employee adaptability and constructive organizational behaviors. Similarly, (Radiany & Radiany, 2021) and (Ida Ayu Putu Widani et al., 2021) reported that spiritual intelligence contributes to improved professional functioning and greater organizational engagement through positive psychological mechanisms.

The findings also indicated that organizational citizenship behavior significantly strengthened rational decision-making style among managers. Organizations characterized by high levels of citizenship behavior tend to foster collaborative environments, mutual trust, organizational participation, and effective communication among employees. Such environments provide managers with greater access to organizational information, employee support, and constructive feedback, thereby facilitating more rational and informed decision-making processes. Employees who voluntarily contribute to organizational activities and demonstrate cooperative behaviors reduce interpersonal tensions and improve organizational

coordination, which enables managers to focus more effectively on strategic and analytical aspects of decision-making. This finding is consistent with the studies conducted by (Alfiana et al., 2022), (Hasan et al., 2024), and (Lestari et al., 2024), all of which highlighted the important role of organizational citizenship behavior in improving organizational effectiveness, cooperation, and institutional performance.

In contrast, organizational citizenship behavior demonstrated a negative effect on avoidant decision-making style. Managers working in environments characterized by strong citizenship behaviors appeared less likely to avoid or delay important organizational decisions. One possible explanation for this finding is that supportive and cooperative organizational climates reduce managerial stress, uncertainty, and interpersonal conflict, thereby enhancing managerial confidence and decisiveness. When employees demonstrate altruism, courtesy, and conscientiousness, managers may experience greater organizational support and psychological security, which facilitate effective decision-making behaviors. This interpretation is supported by (Noermijati et al., 2024), who found that organizational citizenship behavior contributes to organizational commitment and reduced turnover intentions. Likewise, (Masrum et al., 2025) emphasized that organizational cooperation and knowledge sharing enhance organizational effectiveness and strengthen constructive organizational behaviors.

Another significant finding of the study was the strong positive relationship between spiritual intelligence and organizational citizenship behavior. Managers with higher spiritual intelligence contributed to the development of stronger citizenship behaviors among employees. This finding suggests that spiritually intelligent managers create organizational environments characterized by trust, ethical interaction, empathy, and collective responsibility, all of which encourage employees to engage in voluntary and constructive organizational behaviors. Spiritually intelligent leaders often emphasize fairness, respect, meaning, and social responsibility in organizational interactions, thereby increasing employees' intrinsic motivation to contribute beyond formal job requirements. This finding is highly consistent with previous research demonstrating strong relationships between spirituality-related constructs and organizational citizenship behavior (Ifani & Kartiwi, 2024; Rosyid et al., 2024). Furthermore, (Putra & Khan, 2023) and (Murdiono & Suparno, 2023) reported that spiritual

leadership positively affects employee satisfaction, engagement, and citizenship behavior.

The results of the present study also support the broader theoretical perspective of positive organizational behavior, which emphasizes the role of positive psychological capacities in improving organizational effectiveness. Constructs such as spiritual intelligence, workplace spirituality, organizational citizenship behavior, emotional intelligence, and ethical leadership are increasingly recognized as essential components of successful organizational functioning. The findings indicate that managerial effectiveness cannot be explained solely through technical or cognitive competencies; rather, human-centered capacities such as spirituality, empathy, ethical awareness, and interpersonal sensitivity also play critical roles in shaping organizational outcomes. This interpretation aligns with the arguments presented by (Kuşunmaden & Bedük, 2023), who highlighted the growing importance of positive organizational behavior in contemporary management research.

The present findings are also consistent with studies emphasizing the importance of organizational culture and workplace spirituality in promoting constructive organizational behaviors. Organizational environments that encourage shared values, ethical responsibility, and meaningful work experiences tend to enhance employee motivation and organizational participation. In educational institutions, where organizational success depends heavily on collaboration, intellectual interaction, and social engagement, spiritually grounded leadership and citizenship-oriented organizational cultures become particularly important. This interpretation is supported by (Göker, 2021), who emphasized the influence of organizational culture on employee behavior and institutional functioning. Similarly, (Vasconcelos, 2023) argued that spirituality-related organizational values strengthen organizational citizenship and social responsibility.

Another important implication of the study concerns the role of emotional and spiritual competencies in organizational adaptability and effectiveness. Modern universities face numerous challenges, including technological changes, increasing competition, administrative complexity, and evolving stakeholder expectations. Managers operating in such environments require not only technical expertise but also psychological flexibility, ethical awareness, and interpersonal competence. Spiritual intelligence may therefore function as an important

managerial resource that enhances adaptability, resilience, and strategic decision-making in complex organizational contexts. This interpretation is consistent with the findings of (Santa et al., 2023), who found that emotional intelligence and organizational citizenship behavior improve operational effectiveness and leadership outcomes. Likewise, (Qasemi & Shahkarami, 2024) highlighted the importance of psychological empowerment and organizational involvement in enhancing organizational performance.

The findings of the present study additionally support the growing literature emphasizing the importance of citizenship-oriented organizational climates in educational institutions. Universities depend substantially on voluntary collaboration, collective participation, and interpersonal trust among employees and faculty members. Organizational citizenship behaviors such as helping colleagues, participating in institutional activities, and demonstrating organizational loyalty contribute significantly to educational quality and institutional sustainability. The positive role of citizenship behavior observed in the present study corresponds with the findings reported by (Hurriyati et al., 2023), (Ali et al., 2021), and (Riadi et al., 2025), who emphasized the importance of citizenship behavior in improving educational organizational effectiveness and commitment.

Moreover, the findings can be interpreted within the context of workplace spirituality and ethical organizational management. Contemporary organizations increasingly recognize that employees seek meaningful work experiences, ethical treatment, and psychologically supportive organizational environments. Managers who demonstrate spiritual intelligence may be more capable of satisfying these psychological and existential needs, thereby strengthening organizational identification and employee commitment. This perspective is supported by previous studies which argued that spirituality and emotional intelligence are becoming central components of effective organizational management. Similarly, (Oktarisa et al., 2024) and (Tuyen Buia et al., 2025) highlighted the positive effects of value-based organizational practices on citizenship behavior and organizational satisfaction.

5 Conclusion

The present study therefore contributes to the existing literature by integrating spiritual intelligence and organizational citizenship behavior into a comprehensive model of managers' decision-making styles within higher

education institutions. The findings suggest that improving managerial spirituality and promoting citizenship-oriented organizational cultures may substantially enhance managerial effectiveness and organizational performance. Educational institutions seeking to improve organizational adaptability and leadership effectiveness should therefore pay greater attention to psychological, spiritual, and behavioral dimensions of organizational management.

One of the limitations of the present study was its reliance on self-report questionnaires, which may have increased the possibility of social desirability bias and subjective response tendencies among participants. In addition, the study was conducted only among managers and employees of Islamic Azad University in Sistan and Baluchestan Province, which may limit the generalizability of the findings to other educational or organizational contexts. The cross-sectional design of the study also prevented the identification of causal relationships among the variables over time. Furthermore, cultural and organizational factors unique to the studied institution may have influenced participants' perceptions regarding spirituality, citizenship behavior, and managerial decision-making.

Future research is recommended to examine the proposed model in different organizational and cultural settings in order to compare the role of spiritual intelligence and organizational citizenship behavior across diverse institutional environments. Researchers may also employ longitudinal or experimental designs to investigate causal relationships among the variables and assess the long-term effects of spirituality-oriented interventions on managerial decision-making. It is additionally suggested that future studies examine the mediating or moderating roles of variables such as organizational culture, psychological empowerment, leadership style, emotional intelligence, and organizational commitment. Qualitative approaches may also provide deeper insights into the lived experiences of managers regarding spirituality and decision-making processes in educational organizations.

From a practical perspective, the findings of the present study highlight the importance of developing spirituality-oriented leadership programs and organizational citizenship initiatives within universities and educational institutions. Managers should be encouraged to strengthen their spiritual intelligence through professional development workshops, reflective training programs, and ethical leadership education. Universities may also promote organizational citizenship behavior by establishing supportive organizational climates, encouraging collaborative

teamwork, recognizing voluntary employee contributions, and strengthening organizational trust. Human resource development policies focusing on ethical values, interpersonal communication, and psychological well-being may further contribute to improved managerial effectiveness and organizational sustainability in higher education institutions.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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