

## Relationship between Think Tank with Managers of decision-making styles "Study in the central organization"

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### ABSTRACT

The purpose of this study was to investigate the relationship between a Think Tank and decision-making styles of the managers of Refah Karegaran Bank. Reform and improvement of the decision-making style in the area of banking system which are the need to provide electronic services in the information age. In the 1404 vision of Iran, manager's decision-making improvement has also been seen as an important scenario. Therefore, managers' decisions in this area are related with economic, social, and political factors, and those are highly ambiguous and complex. The relationship between independent and dependent variables was investigated based on Scott and Bruce's 5-dimensional model of considering the resulting security discussions and social issues in designing and implementing the spatial data infrastructure. Therefore, with this increasing changes, managers and heads of banks can not alone keep up with these complexity. Hence, it requires the elite and expert in this field to remain in the competition and to achieve the most important issue in today's banking, namely Customer orientation. In this regard, the purpose of this article is to survey the relationship between the think tank and decisions of managers in the Refah Bank. This research was descriptive-survey. The statistical population of this study was 67, but the researcher selected only 30 managers by simple random sampling. The data collection tool was a researcher-made questionnaire and a standardized questionnaire based on Scott and Bruce's decision making styles, whose validity was confirmed by the professor and experts and its reliability by Cronbach's alpha was in pre-test samples 0.897. Data was analyzed by SPSS software. Kolmogorov-Smirnov test was used for data normalization and Pearson correlation coefficient was used to determine the relationship between variables. Conclusion: Data analysis indicated that there is a meaningful relationship between the think tank and decision maker styles. The instant decision making style had the highest correlation of 0.798 with the Think Tank, and then the intuitive style with a coefficient of 0.739, and the minimum relationship was the model of the Trash Can Model with the think tank in Refah Karegaran Bank.

#### Introduction:

Undoubtedly according to Gullic, decision-making is one of the most important functions of managers that does not have the ability to compare with any of the other functions. From Newman's perspective, Decision making is the basis of management and, the quality of management depends on the quality of decisions (March, James, 2014). In administrative organizations like banks, decisions adapted by executive and politic making managers. Even, in many cases the problem is so complex that perhaps only part of it can be understood and controlled (Alvani, Mahdi, 2007). Therefore, with increasing competition between organizations, convergent thinking lacks the power to creativity as the main source of strategic thinking. In today's changing and unpredictable environment, strategic thinking is one of scenario to the future design of organizations. Decision making is relation to problem recognition until Offering solutions. At the expense and discretion of the executives is different in organizations, such that decisions are based on Simon's rational model or based on Simon's limited rational model (Aboalmaali, Fatemeh ,Sadat, 2017). It means if the director can choose an option with reasonable and rational choices, with sufficient

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consideration of all options that is enough information and knowledge of the environment (Gholipour, 2014, p. 14). The system and environment of bank is so complex which means the plurality of variables and the hardening of the relationships between them. Dynamic tasks vary in complexity. The poor performance of decision-makers in such environments has led researchers to provide tools, methods, approaches to increase the performance and outcomes of managerial decisions (Dorner, 1996). What adds to the implementation of managerial decisions with this dynamic is the usage of three concepts of relying on prior knowledge, facilitating relationships with stakeholders, a learning style, but sometimes let ambiguous and chaotic environment, and in some way an organized chaos for identifying priorities Which can be used only from the garbage can, the most difficult of which is to correctly identify the problem in very chaotic conditions (Cohen, Michael, James, March et al., 2014). In fact, the main problem is that almost every decision-making issues especially in the bank have several indicators, and these indicators are generally in conflict, and for each issue, a decision matrix is proposed. Absolutely, Simon won the Nobel Prize for the sake of decisive importance. Elvin Toffler also stated that "although decision making has never been easy, but especially in World today, decision-making in the organization is very difficult that done correctly, will require all managerial power. " One of the other problems of managers is a growing number of issues and developments in the third millennium, so the decision-making process has been accelerating. The need for quick decision-making to deal with rapid interactions of environment has created a situation that has reduced the time of implementation and deliberation and decision making to managers. if the environment is very obscure and chaotic and there is a kind of organized chaos for identifying priorities, then the bucket model, the most difficult of which is the correct diagnosis of the problem, is used in very chaotic conditions (aboalmaali, Fatemeh Sadat. 2017). There is no way for managers and executive management to make decision. Sometimes, Policy making as an area, Garbage Can, a routine, or a discourse that illustrates the chaotic decision-making environment of the various problems and issues and identifies the main issues at the macro and public level as well as at the organizational level. Hence, today's collective thinking has given way to authoritarian and one-dimensional thinking to identify opportunities, threats and strengths and weaknesses (aboalmaali, Fatemeh Sadat. 2016). Therefore, another variable is needed to help of managers for decision making. In this paper, the researcher emphasis and view is on the effect of think tanks as a factor contributing to decision making by managers and as an independent variable of research. And its relationship with decision maker styles. Heklo says, in networking policy, which was largely taken by the "Rodvers" as a mechanism and channel for the relationship between managers and decision-making, (Demir, Hogg, 2008). According to Diane Stone, the think tank is one of the most widely used terminology in political science and politics. Think tank can be structured like NGOs and pseudo-government structures or independent units as advisors in governmental or organizational structures each country and device (Stone, Dian, 2006). Regarding numerous problems, in the banking system and its complex structure, and the rapid pace of changes in policy makers, manager can not rely on the positivist structure. Therefore, they adhere to a non-hierarchical structure to change the purely vertical relationships and to make the right decisions optimally by combining the use of policy networks and think tanks (Hecklow, 1978). Therefore, especially, in order to make optimal decisions in the bank to enhance the level of quality of service provision and protect customers, the think tank in the creation of ideas, its formulation in the specialty of the goals and mission of the organization seems obvious (Adyani, Yones, 2008). On the other hand, the elite have a new tool for adopting appropriate policy, analysis information and updating with the world. As the needs and complexity of existing relationships increase, the speed of environmental changes and the dynamics of structures in all areas, the need It makes sense to make the right decisions and using the collective wisdom. Because the survival of organizations requires raising the level of creativity to maintain the customers of the bank. Therefore, the main mission of the think tank is to create a new idea in order to fulfill the mission and mission of the organization (Adyani, Yones, 2006). Around the world, bank operations are considered as one of the most important economic activities. Undoubtedly, any activity that requires capital and financial resources is needed the involvement of banks and financial institutions. For the bank crucial role in most of the economic activities, the study of the approach of banks in the banking system of the country, most of which are public, and created with national capital, as well as other economic institutions and the public sector, has a special place (Haghighat and Nasiri, 2003). The Refah bank was no different from this rule, and during the interview it became clear that in this field it has been ahead of its rivals and has been taking steps in this direction for about 20 years and is currently thinking of the think tank at the bank (the system of proposals and the center Virtual thinking) It is understood that if an idea is felt by the members of the new and different committee, a meeting is being convened that the members of the meeting will be invited, depending on the design of the different individuals and stakeholders both internally and externally, or academic professors. in the recent years, However, actions to develop e-government have not been very effective (document of comprehensive e-government, 2015-2011), and these actions are island-based and integrated services based on the needs of the country are well-established (Strategic Plan of the Information Technology Organization in the Fifth Development Plan, 2014) and Iran's rank in e-government implementation has fallen from 105 in 2008 to 2014 from 2014. If organizations can increase their customer satisfaction by offering different designs resulting from the reflection of the members of the think tank and creative thinking, they will succeed as well. Hence, learning organizations are always seeking to satisfy their customers (Wake, Leon, 1996). A key point in any organization is to maintain customer satisfaction (Dang, 2012). Therefore, with regard to the outlined issues, bank managers also have to make decisions at all stages from minor and trivial issues to risky decisions. The lack of issue

correct recognition, the complexity banking, require a new method to influence the decision-making process named "think tank". with participation of managers in multiple meetings and answering daily routines do not have much time to think, and in the most optimistic way, if they have an opportunity, this matter will not guarantee success with individual decision making. Therefore, in order to overcome this challenge, it is necessary to create a platform for the ability to create ideas and ideas. Such a new structure is called the think tank for filling the gap for managers and advancing the goals of the organization. If managers in the past, relying solely on their knowledge and the limited range of consultants to advise the public administration, are now using collective wisdom, identifying opportunities, threats, and strengths and weaknesses, the falsity of identifying their problem can be at least possible reduction (Aboalmaali, Fatemeh Sadat, 2015). where the competitive environment of the banks, the use of routine practices is not a advantage, and rational decision-making does not have a place for full focus and individual decision making. Because in the banking system, managers' decisions should increase the bank's reserve, reduce losses and costs, take competitors, and increase public confidence (Ministry of Economic Affairs and Finance, 2010). The researcher wants to investigate the relationship between the think tank as the independent variable of the research with the decision-making style as a dependent variable with rational, intuitive, dependent, avoidant, and instant components based on the Scott and Bruce model. finally, we are going to look at this in high growth information and communication technology, as well as, the importance of customer satisfaction, what is the relationship between think tank and managerial decision-making styles?

### **Research literature:**

The history of banking begun at least 2,000 years ago, and the Iranians were also leading the field. The peak of Iranian banking was the Sassanid era. A period that bill was replaced by money (Kazem Bojnordi, 2002). The first recommendation to establish a bank in Iran was by Jean Savalan in 1864, when Mirza Mahmood Khan Nasserolmolk was bidding for the founding of a railway company in London. After that, the French company Erlangje in 1886 sought to achieved a banking score in Iran, but this effort was not successful. The New Eastern Bank, the first modern bank in 1888, was reopened in 1888, with the name of the new Eastern Bank in Tehran. It was also located in Mashhad, Isfahan, Rasht, Shiraz, Bushehr and Tabriz. A Suitable banking system is one of the requirements that should be addressed by managers of the banking system (Salmani, 2005). In 1950s, the main factors for the backwardness of developing countries were the lack of financial and physical assets. The rationale strategy such an intellectual framework was that countries should acquire the various ways in which capital is needed to implement development programs. But this unsuccessful experience showed that only physical and financial capital has not necessarily accelerated the development of these countries. Because they do not have the specialist human resources and efficient managers, material, human and financial resources are not used relevant. The decision-making is the most task of director, and the manager's skill in his decision is reflected in the performance of duties and in the quality of the services that he offers (Mortezaei Moghaddam, 2001, p. 11). In this regard, countries that are strong in efficient organizations and efficient administrative institutions, yet have the most efficient human capital, can also use their other physical and material assets in an efficient and efficient manner (Favras et al. , 2011). It is clear to anyone that decision - making is an unavoidable part of management, and even the first task of any director is to achieve the goals and policies set and even solve unexpected problems and confront crises. Therefore, style recognition and decision-making process in order to improve decisions made by managers can lead to improvement of the banks' approach, because in most organizations and even in banks, the abilities of employees are not optimized and managers. They are not using their potential capacities. They can make the right decision by considering these approaches (Gorgy, 2010). Of course, directors tendency to make decision has a long history root. The decision of the manager is considered to be the biggest factor in achieving the goals and one of the most important occupational skills (Scott, Bruce, 1995). According to Robbins (1998), decisions are choices that are taken from two or more alternatives and are taken into account in a reciprocal response (Steinberg, 2003). Adire said in 1985, Scott and Bruce's decision-making styles are five types; rational decision making based on rational and constructive views on decision making. Intuitive decision-making relies on suspicion, feelings and decisions in decision making. Dependent decision-making is based on the guidance and support of others in decision-making. Avoiding decision also emphasizes delaying or avoiding decision making, and Instant decision-making is based on a sudden and unplanned decision-making (Spisser and Salermastim, 2005). Most managers thinks a decision making is a single events that occurs at a given moment in time. But in fact, decision making is a complex process of play with power, politics, personal differences, and even stakeholders (Garvin, 2001). Regardless , especially in the 1950s, the importance of managers decisions and even organizational changed when the complexity of the organization can not be ignored (Jung, Tobias, 2010), of course, its footprint was evident in the works of Greek philosophers (Richardson, 2000). Old solutions, power concentration and individual decision making can not be immediate responses to solving organizational problems. So, during World War II, the Think tank was introduced to solve problems. Think Tank is the room of conceptualizing and taking concepts. This room is rational strategy for thinking and reconstructing thoughts. Think Tank seems inevitable process in practical logic due to the research, educational, media and governmental mentalities. According to the new conditions of intellectual revolution, it seems that the Think Tank strategy guides the mind of society and organizations toward the modernization ( Aboalmaali, Fatemeh Sadat,2017). Indeed, initially, the basis of the Think tank is first for military

Consultations and the typical example of the "Rand Institute". In 2002, around 320 think-tanks in the 77 largest countries in the world were about 120, with one-third in the United States (Stone, Dian, 2006). The think tank is a river that is always current. The think tank is the logic of oral idea and the archery club. It is generally different from the crisis management. Think tank is a mechanism for decision making for decision-making in the human domain. This approach change was from a positivist perspective and a move towards a participatory and pluralist approach and a division of labor due to the changes in the Second World War and the complexity of the relations between the state and the nation and organizations, which, according to Freeman (1955; Copper, 1951; Linblum, 1965 ) Is a turning point in identifying the role of actors in shaping policies. For example, during an interview with the experts in the health plan and the customer service plan to the Raja train, based on the decision of the iron triangle model, external networks were not involved. Today, think tank is necessity and it helped advance the goals of the organization (Dehghan, Nasrin, 2008), and one of the ways to achieve the idea of a brainstorming is as follows: defining goals, expressing opinions about Subject, classification, summarization, composition and interpretation, evaluation and analysis of works, prioritization of options, final agreement and control (Morti, 2007). In fact, advisers are like catalyzers, or as "backroom operators", that can be directly and indirectly influenced by policies (River, 2010). The think tank is a document about non-linearity and the formation and idea Fruitfulness (The same source) The think tank is like a "draft" that provides conditions for dialogue, debate, and political negotiations for coalition (Stone, Dian, 2006). Think tank is input terminal. it is as idea input and decision making system which in various fields such as education, research, cultural, administrative, reflects the passion of consultation and decision-making. This article, in addition to enumerating the importance and effects of Think Tank on other managerial fields, explains in detail the necessity of this room. Therefore, main mission of the Think Tank is to create new ideas in order to fulfill the organization's mission (Adyani, Yones, 2006). It is not another opportunity for managers' decision makings in some administrative and managerial fields. Today, the collective thinking is replaced by authoritarian and one-dimensional thinking to identify opportunities, threats, strengths and weaknesses (Anderson, 2011).

Of course, Iran has a lot of limited, and unfortunately, many of these institutions, both private and public, are still hierarchical and have a traditional pattern. However, we have a think tank in the organizations of the Ministry of Science and Technology, the Center for Extensive Excellence Research, the Knowledge Foundation Research Institute, the presidential institution. Among its benefits, we can benefit from the views of various economic, political, and cultural advisers. . . , Operationalizing scientific views and adapting to needs, identifying weaknesses. In this regard, we examined the studies carried out both inside and outside the country in order to arrive at a conceptual model. In another study, Seyed Javad and Babaei, Mojtaba (2014), in a study entitled "The role of think tanks in US foreign policy decision-making on Iran's nuclear case," concluded that think tanks were confronted with the threats posed by sanctions and Threats can help managers. To what degree is the influence of the think tank on managerial decision making styles in the form of a conceptual model in Figure (1).

### **Methodology:**

This research survey the relationship between think tank and decision making styles of the Refah bank's manager. The statistical population of the study were consisted of members of the think tank who were known in the bank as the system of proposals and the center of virtual thinking, which were not permanent members and sometimes even formally assembled for decision-making. The number of these members was 67 in the central building of the Bank of Refah karegaran, which was merely selected on the basis of the subject and purpose of the research and based on simple random sampling, only 30 senior managers of the bank were selected. The method of data collection in this research was a researcher-made questionnaire and a standard decision-making style based on the Scott-Bruce model between managers and bank experts. In fact, this questionnaire included six dimensions: rational decision making style, intuitive decision making style, dependent decision style, avoidance decision making style, instant decision making style, and researcher-made Garbage can model. A questionnaire on decision making was made up of 55 items about the think tank that the researcher had made, which included 8 questions, which were examined with a 5-point Likert scale (very high, high, somewhat, low, very low). Validity of the questionnaire was approved in consultation with experts and professors. The reliability of the questionnaire was Cronbach's alpha. In fact, for questionnaires that have multiple-choice answers, it is recommended to use this test. This method is used to compute the internal coordination of a measuring instrument that measures various characteristics. The reliability of the questionnaire was based on Cronbach's alpha according to Table 1 (0.897). Given that the Cronbach's alpha value for all components was 0.7, the validity of the questionnaires was confirmed. This research is "applied" in terms of the purpose and in terms of data collection method, "descriptive-scrolling" and it can be considered as a case study due to the fact that the industry and specific organization have been studied. To collect data and then analyze data, firstly, librarianship and then field studies were conducted on the relationship between Think Tank and decision maker styles. The results of descriptive statistics showed that most male responders were 73.3%, 43.3% were between 26 to 35 years old and the lowest frequency was 16.7% higher than 45 years. 44.7% of the 11 to 15 years old had an affinity with the think tank, and had the lowest frequency of 3.3% less than 5 years. In the field of study, respondents or members of the think tank were 36.7 percent, 3.3 percent, 36.7 percent, 6.7 percent, 6.7 percent, 3.3 percent of the language. In terms of type and degree, 26.7 percent were graduate students and 73.3 percent were graduate students. SPSS software utilizes inferential statistics for data analysis. Kolmogorov-Smirnov test was used for data

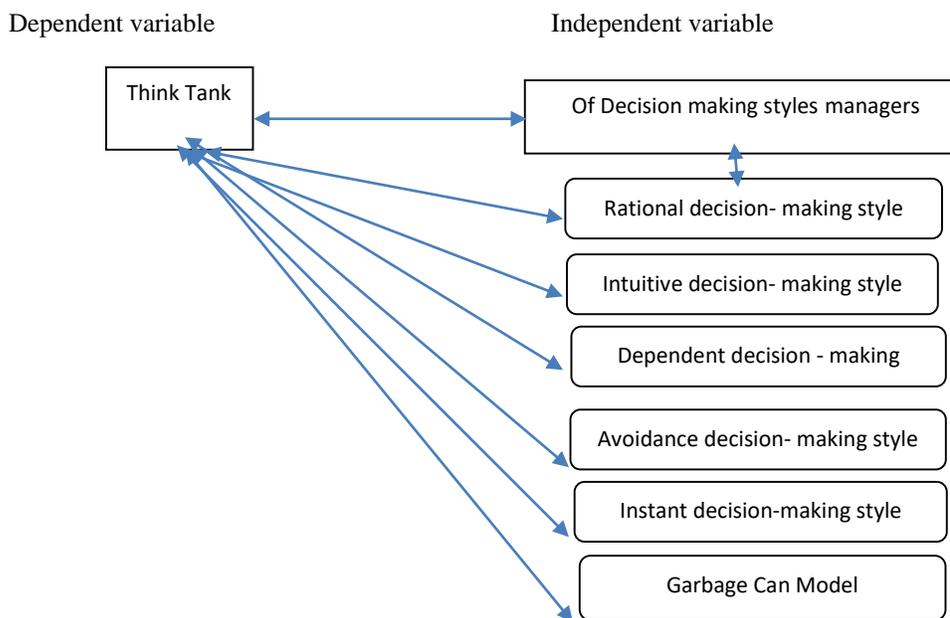
normalization, and for the relationship between variables and having only one independent variable and one dependent, Pearson correlation coefficient test was.

Table (1): questionnaire Reliability

	Dimensions	Cronbach alpha
Managers of Decision-making styles	Rational decision style	0.811
	Intuitive Rational decision style	0.752
	Dependent Decision Making Style	0.703
	Avoidance Decision Making Style	0.892
	Instant Decision Making Style	0.875
	Garbage Can Decision Making Style	0.766
	Think Tank	0.782

According to literature review and the results of analyzing the questionnaire and interviewing the experts, we arrived at the conceptual model in Fig. 1. The following conceptual model is a mix of decision making style based on the Scott and Bruce model, and the think tank.

Figure (1): Conceptual Model



Source: Scott and Bruce Five Styles

The main research question

What is the relationship between the think tank and managers of decision making style in the Refah bank?

Sub -Questions

- ❖ What is the relationship between the think tank and the rational decision-making style in the Refah bank?
- ❖ What is the relationship between the think tank and the intuitive decision making style of the Refah bank?
- ❖ What is the relationship between the think tank and the dependent decision-making style of the Refah bank?
- ❖ What is the relationship between the think tank and the avoidance decision-making style of the Refah bank?
- ❖ What is the relationship between the think tank and the instant decision making style of the Refah bank?
- ❖ What is the relationship between the think tank and the Garbage can model in the Refah bank?

Data analysis

After collecting the questionnaires and scoring them, all the data were analyzed using descriptive and inferential statistical methods. Although in the data collected as an example and intended to generalize the result to the whole society, emphasis is on inferential statistics, but a generalized summary of the data is also used to summarize the descriptive statistics. The results of the descriptive statistics were as follows: Gender: 26.7% female and 73.3% male, age: 43.3%, between 26 and 35 years old, 40% among 36 to 45 years old and 16.7% over 45 years old and 80% Percentage of expert respondents, 16.7% were head of unit and 3.3% were deputy. The academic status of the respondents includes: 26.7% of the bachelor's degree, 73.3% of the master's degree and according to work experience: 3.3% under the age of 5, 6.7% between 5-10 years, 46.7% between 11 and 15 years, 43.3% over 15 years with the cooperation bank they had. 36.7 percent of the management, 36.7 percent of computer engineering, 3.3 percent of statistics, 3.3 percent of salaries, 6.7 percent of language translators, and 13.3 percent of all degrees were in the field of study. Inferential statistics: After coding the questionnaires and compiling descriptive indices, SPSS software was used. First, by using the Kolmogorov-Smirnov test, the normalization of the questionnaire indexes was studied. The results are as follows in Table (2):

**Table 2: Kolmogorov-Smirnov test of questionnaire Normality**

Variables and Indicators	meaningful level	Test results
Managers of Decision - making style	0.112	Normality of data
Think Tank	0.761	Normality of data

Because of the level of significance is greater than the error value of 0.05, the Null hypothesis is acceptable at a significant level of 0.05, and therefore it can be stated that these indices have a normal distribution. Therefore, the distribution of data in the statistical population is normal and therefore, a number of parametric statistics were used to analyze the data. Due to the existence of a multi-independent variable and an affiliate, we must investigate the relationship between Pearson correlation coefficient.

**Table (3): results of Pearson test**

Questions	Pearson coefficient	Meaningful level	The result of the test
What is the relationship between the think tank and the rational decision-making style in the Refah bank?	0.641	0.00	Confirm Relationship
What is the relationship between the think tank and the intuitive decision making style of the Refah bank?	0.739	0.01	Confirm Relationship
What is the relationship between the think tank and the dependent decision-making style of the Refah bank?	0.690	0.00	Confirm Relationship
What is the relationship between the think tank and the avoidance decision-making style of the Refah bank?	0.545	0.003	Confirm Relationship
What is the relationship between the think tank and the instant decision making style of the Refah bank?	0.798	0.00	Confirm Relationship
What is the relationship between the think tank and the Garbage can model in the Refah bank?	0.652	0.00	Confirm Relationship
What is the relationship between the think tank and managers decision making style in the Refah bank?	0.803	0.00	Confirm Relationship

**The main hypothesis of the research:**

There is a meaningful relationship between the think tank and the managerial decision making style in the workers' welfare bank. According to the results of the Pearson coefficient test, the correlation was 0.803.

**Hypotheses:**

1. There is a relationship between the think tank and the rational decision- making style in the Refah bank. results of the Pearson coefficient test shows that the ratio is 0.641%.
2. There is a relationship between think tank and intuitive decision- making style in the Refah bank. results of the Pearson coefficient test shows that the ratio is 0.739%.
3. There is a relationship between the think tank and the Dependent decision making style at the Refah Bank. Result of the Pearson coefficient test, is 0.690 percent.

4. There is a relationship between the think tank and the Avoidance decision-making style of the workers' welfare bank. According to the Pearson coefficient test, the correlation is 0.545%.
  5. There is a relationship between the think tank and the instant decision making style in the Refah bank. the Pearson coefficient test shows that the ratio is 0.798%.
- There is a relationship between the think tank and the garbage can model in Refah bank. results of the Pearson coefficient test shows that the ratio is 0.652%.

### **Conclusion:**

According to Kuhn, today's turbulent environment where competition between organizations is a lot and for staying in such chaotic environment, one can no longer resort to old ways without scenarios, use of future study and elites to achieve goals. , in the 1990s, Since managers were not able to analyze all the issues, opportunities and threats alone the Rand Institute of the United States was created to respond to such a problem and solve complexities. This institute was first introduced in political science and then in management to answer a lot of problems. Now members of the think tank can be from inside and outside the organization or even an institution in parallel with the organization. At the Refah Bank, think tank members from across the country attend meetings or in person and in virtual emergencies on the basis of the subject and expertise of individuals. With collective wisdom, the speed of decision making increases, and more pristine and better ideas can be used to surpass competitors. Collective wisdom and decision making are become possible with the help of external stakeholders. The findings of this study also showed that without wisdom and co-operation and getting help internal or external stakeholders, it would be impossible to reach the main mission of the bank, which would increase customer satisfaction. According to Fischer, you should use the "Think Tank" backroom operators to increase customer satisfaction, utilizing client liaison leadership, customer service, and ultimately soing out. Huckle (1987) emphasized the non-hierarchical structure for optimal decision making, which was consistent with the results of this research. The bank think tank experts said with Tibias Jang's findings that with the complexity of the environment and the increasing number of networks, they cannot rely on individual decision-making even to identify the issue. Because linear decision making in organizations is: identifying and explaining a problem or opportunity 2. Decomposition 3. Selection of action or optimal solution. 4. The solution has been selected and 5. Evaluation of the results that, from the perspective of Tobias Jang, in no way is the linear decision making process in the banking system feasible. Even, according to James March, the rational model and the bounded- rationality model are not too costly even for personal decisions as rational human beings. Even sometimes, given the characteristics of today's organizations, such as turmoil, doubt, uncertainty, instability and unpredictability, and especially ambiguity and complexity, their effects on decision-making and even all actions the organization is evident. Accordingly, thinkers such as March, Michael Cohen, Alice provided a creative pattern for deciding on vague organizations that were known as garbage can model, which ranked at 0.652 in the Rafah Bank. The trash process is an opportunity choice or a method for selecting the best in situations of ambiguity. In fact, this model does not have the first and the definite end, such as starting with identifying the problem, or even the problem and the solution may not have anything to do with each other. In this model, the solution may be presented, if there is no problem or vice versa, there may be a problem that there will never be a solution. In other words, solutions, partners, and opportunities for choosing solutions are similar to the random selection of waste in the garbage can model be combined. Consequently, the model of garbage can model can be vague in which the decision-making process is not a sequence of sequential steps that start with the problem or problem and end with a solution. Results of other studies were also consistent with those of managers and experts in the country. In this study, according to managers and experts, the relationship between the rational decision-making styles was 0.641. Having an Unbiased look that is completely meaningless in the public sector, and managers must be held accountable for their actions, was evident in the banking system and the avoidance decision style had the lowest statistical rank of 0.545. The results of the research were very interesting for the decision-making style with statistical coefficient of 0.798, and this issue was consistent with the literature, because the managers of the bank, having regard to the complexity of the environment, should have the ability to adapt to the environment and have an immediate analysis that results from inferential statistics instant decision making was far from what the author had in mind for this style. However, in some designs, it was only based on the iron triangle model. As we saw in the research literature, Anderson also claimed that the decision was about the issue of power play and how powerful the game was played. The results of this study also indicated a relationship between dependent decision making style and correlation coefficient of 0.690 with think tank. The results of this study were based on the low-up model Al-Moor, Hajran and Lipsky, which emphasized the networks and the role of street-level bureaucrats, and was consistent with the results of Poureezat, Ali Asghar, especially in the bank, which was the main mission of customer retention.

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