



University of Hormozgan



Educational and Behavioral
Research Center

Investigating the Relationship between Managers' Decision-Making Styles and Spiritual Intelligence in Islamic Azad University

Mosayeb Nazeri¹, Mohammad Jalal Kamali², Ali Hamzehee³

1. PhD Student, Department of Public Administration, Ke.C., Islamic Azad University, Kerman, Iran

2. Department of Management, Ke.C., Islamic Azad University, Kerman, Iran, mohammadjalalkamali@iau.ac.ir

3. Department of Applied Mathematics, Ke.C., Islamic Azad University, Kerman, Iran

Article Info

Article type:

Research Article

Article history:

Received 12 Oct. 2025

Received in revised form 16

Feb. 2026

Accepted 15 Apr. 2026

Published online 01 Sep. 2026

Keywords:

Spiritual intelligence,
Management styles,
University,
Higher education

ABSTRACT

Objective: The purpose of this study was to investigate the relationship between managers' decision-making styles and their spiritual intelligence in branches of Islamic Azad University.

Methods: In terms of objective, this study was applied, and in terms of nature, it was a descriptive-quantitative survey. The statistical population consisted of all managers and staff of Islamic Azad University in Sistan and Baluchestan province in 2020. Using stratified sampling, 169 employees and 57 managers were selected as the sample. Data collection instruments included standard questionnaires measuring spiritual intelligence and decision-making styles. To ensure the quality of the instruments, face, content, and construct validity were assessed and confirmed. The reliability of the questionnaires was also reported at an acceptable level using Cronbach's alpha. Data were analyzed in SPSS software using descriptive and inferential statistics, including Pearson correlation coefficient and regression analysis (simple and multiple).

Results: Descriptive results showed that the mean score of managers' spiritual intelligence (62.18) fell below the desirable level. Correlation findings indicated no significant relationship between managers' spiritual intelligence and their decision-making styles ($r=0.060$, $p=0.657$). Multiple regression analysis also revealed that the overall regression model was not significant in predicting decision-making styles ($p=0.936$), and the dimensions of spiritual intelligence lacked significant explanatory power. However, analysis of standardized coefficients showed that only the dimension of "spirituality in behavior" had a significant relationship with decision-making style and was able to predict it ($p=0.045$). Conversely, the dimensions of "verbal spirituality" and "transcendent spirituality" did not play a significant role in explaining decision-making styles.

Conclusions: Based on the findings, it can be concluded that managers' decision-making styles are influenced more by organizational structural factors and administrative requirements than by the internal components of spiritual intelligence, and only the behavioral manifestation of spirituality plays a relative role in the decision-making process.

Cite this article: Nazeri, M., Jalal Kamali, M. & Hamzehee, A. (2026). Investigating the relationship between managers' decision-making styles and spiritual intelligence in Islamic Azad University. *Iranian Journal of Educational Research*, 5 (3), 1-15.

. DOI: <https://doi.org/>



© The Author(s).

DOI: <https://doi.org/>

Publisher: University of Hormozgan.

Introduction

Institutions of higher education are considered vital sectors of society due to their extensive influence on economic, social, cultural, and political institutions. In this regard, Islamic Azad Universities hold a prominent position at the national level, given the close alignment of their mission with the objectives of the country's higher education system. The success of universities in fulfilling their national and global functions and duties necessitates the modification and enhancement of classical structures, systems, processes, and educational/research methodologies, alongside adapting organizational structures to meet these emerging needs and conditions. Furthermore, empirical evidence and scholarly literature demonstrate that any reform in social systems—including educational systems—primarily requires a revision and restructuring of the decision-making framework, in which the participation of elites and scholars in the decision-making process appears imperative (Achmad Sani, 2019).

Life within any organization, particularly educational ones, demands the formulation and continuous implementation of diverse strategies and solutions. Managers must perform various functions and duties to lead and guide their organizations effectively. Generally, decision-making has consistently posed a challenge for managers, as they encounter situations and issues throughout their organizational tenure that necessitate decisive action. As a starting point, decision-making is of critical importance in understanding organizational processes. Given that decision-making constitutes the core essence of management, and since the correct and effective execution of managerial duties depends entirely upon it—thereby establishing an inseparable bond between the *raison d'être* of management and decision-making—it is regarded as a crucial and highly valuable topic of study (Mazaher, 2018).

An individual's decision-making style represents the habitual pattern they employ when making decisions. In other words, a decision-making style reflects a person's cognitive and personality-based approach to perceiving and responding to decision-making tasks. The study of the decision-making process is not a novel concept; in recent years, substantial research has been conducted by scholars regarding various decision-making styles and models (Nazarian Madvani et al., 2018).

Managers' decision-making is influenced by various factors, including their decision-making styles, which are not static but rather evolve throughout their professional careers. An individual's decision-making style represents the habitual pattern they employ when making decisions; in other

words, it is their personality-based approach to perceiving and reacting to decision tasks. Consequently, the growth, success, or failure of organizations is the direct result of decisions made by their managers. Within an organization, managers act as the decision-makers, and the quality of these decisions determines the organization's success in achieving its objectives. Although strategic decisions are critical to an organization's survival, managers must also make decisions regarding other organizational dimensions, such as structure, control systems, adaptation to environmental changes, and human resource allocation. Without functioning decision-making mechanisms, organizations collapse, degenerating into a mere collection of individuals pursuing disparate, self-serving goals (Sanjay Malhotra, 2017).

In search of answers, researchers have found that non-cognitive aspects, such as emotional and social factors, are also highly significant. This significance arises because non-cognitive intelligence enables the prediction of individual success, and assessing it is equivalent to measuring an individual's capacity to adapt to life circumstances and survive in the world (Amy Morin, 2019).

Furthermore, emotional intelligence (EQ) and cognitive intelligence (IQ) alone do not satisfy all human needs; individuals require another dimension, referred to as spiritual intelligence (SQ). Spiritual intelligence can deepen an individual's relationship with themselves, others, and the wider world in daily activities. Moreover, spiritual intelligence can directly, consciously, and voluntarily contribute to personal psychological growth. This development requires accepting personal responsibility, learning from individual mistakes, and possessing the capacity to forgive and be forgiven (Sadeghian, 2018).

By reinforcing spirituality, spiritual intelligence fosters the stability of virtuous traits, guiding the individual toward growth and self-actualization. Spiritual intelligence serves as a critical foundation for the effective functioning of emotional intelligence; consequently, individuals with high spiritual intelligence typically exhibit strong emotional intelligence. Both spiritual and emotional intelligence can be enhanced through education and training, and their application can mitigate social issues and pathologies (Bahmani et al., 2018). Spiritual intelligence remains an area where comprehensive research to identify and explain its characteristics and components has not been conducted to the same extent as other types of intelligence. This is because it transcends the

physical and cognitive interactions of an individual with their environment, entering the intuitive and transcendent realms of one's outlook on life (Pakniat et al., 2016).

Several studies have investigated this subject. For instance, Sadat-Hosseini et al. (2021) found that the spiritual intelligence of school principals has a positive relationship with rational and intuitive decision-making styles, and a negative relationship with the avoidant decision-making style. Khani and Bagheri (2022) concluded that spiritual intelligence plays a significant role in reinforcing participative and systematic decision-making styles among educational managers. Zakeri and Nemati (2022) demonstrated that spiritual intelligence is one of the strongest predictors of ethical decision-making among university administrators. Abdolshah and Tarehmi (2018) showed that the dual aspects of spiritual intelligence—namely self-knowledge and theology—influence organizational dynamics. Their study examined the impact of multiple intelligences on spiritual intelligence, indicating that spiritual intelligence has a positive and significant relationship with organizational commitment and organizational citizenship behavior (OCB). Achmad Sani Supriyanto et al. (2019) demonstrated that spiritual intelligence exerts a direct positive effect on employee performance. Jacob Gales et al. (2019), in their paper on self-awareness and decision-making styles, investigated psychological developments and the role of self-awareness in decision-making, family relationships, and negative thinking. Their results indicated that counseling interventions comprehensively utilize self-awareness to reduce anxiety, stress, and negative cognitive patterns.

Regarding the significance of this topic, the integration of spiritual intelligence into organizations equips employees with a more holistic perspective. Consequently, their professional and personal lives become aligned with their spiritual values, leading to enhanced adaptability, improved problem-solving capacity, the ability to find meaning and purpose in life events, and the preservation of health, inner peace, dynamism, and vitality.

In light of the aforementioned points, universities and higher education institutions play an essential role in the political, social, and economic life of society. Managers influence the lives of faculty members, staff, and students through their decisions, their emphasis on intellectual capital and intelligence, and by fostering committed and capable individuals as a competitive advantage through voluntary, extra-role behaviors. What warrants careful consideration is that the sheer number of managers, coupled with managerial turnover and transitions, can lead to a diverse range

of decision-making styles. This diversity in managers' decision-making styles affects the relationship between their intelligence and the potential and competencies of their employees. Therefore, the primary objective of this study is to investigate the relationship between managers' decision-making styles and their spiritual intelligence within the Islamic Azad University of Sistan and Baluchestan Province.

Material and Methods

The present study is applied in terms of its objective, as it aims to provide practical insights into managerial styles and spiritual intelligence within higher education settings. Methodologically, this research adopts a quantitative, descriptive-correlational design executed through a cross-sectional survey approach. This design was selected to examine the relationships among variables without direct manipulation and to allow for the generalization of findings from the sample to the broader target population.

The target population of this study comprised all managers and administrative staff of the Islamic Azad University branches across Sistan and Baluchestan Province during the academic year 2020–2021. To ensure adequate representation of different university branches and organizational roles, a stratified random sampling technique with a proportional allocation (fixed ratio) was employed. Based on the preliminary sampling framework, the initial target sample size consisted of 169 administrative staff members and 57 managers. The questionnaires were distributed in person (hand-delivered) to the participants at their respective campus locations. Following the collection and screening phase, incomplete or invalid responses were discarded. Ultimately, 146 completed questionnaires from staff members and 57 from managers were deemed eligible and retained for the final statistical analysis, yielding a high response rate suitable for robust structural and correlational modeling.

Instrumentation

Spiritual Intelligence Questionnaire: Used to evaluate the participants' spiritual capacity, self-transcendence, and existential problem-solving abilities.

Decision-Making Styles Questionnaire: Used to assess the behavioral and cognitive decision-making patterns of managers (e.g., rational, intuitive, dependent, avoidant, and spontaneous styles).

Validity and Reliability of the Instruments

To guarantee the psychometric quality and robustness of the measurement scales, several validation and reliability checks were conducted. The instruments were reviewed by a panel of academic experts in educational administration and organizational psychology. Necessary adjustments were made to ensure the items were clear, relevant, and contextually appropriate for the Iranian higher education environment. To assess the underlying dimensions and verify the structural integrity of the instruments, both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were performed. The factor loadings confirmed that the items converged appropriately onto their respective theoretical constructs. Internal consistency was evaluated using Cronbach's alpha coefficient (α). The alpha values for all subscales exceeded the acceptable threshold of 0.70, indicating high reliability and stability of the instruments over time.

Data Analysis

The collected data were cleaned, coded, and analyzed using SPSS software (Version 25). The statistical analysis was performed in two main phases. Frequency, percentages, mean values, and standard deviations were calculated to describe the demographic characteristics of the participants and the distribution of the study variables. To test the research hypotheses, several parametric tests were applied, including Pearson Correlation Coefficient (r), to determine the strength and direction of the linear relationship between managers' decision-making styles and their spiritual intelligence. To evaluate the predictive power of spiritual intelligence dimensions on decision-making styles and to identify which specific components accounted for the most variance, the simple and multiple linear regression analysis were used.

Ethical Considerations

To adhere to the highest standards of research ethics, the following protocols were strictly implemented:

Informed Consent: Prior to data collection, all participants were fully informed about the purpose, scope, and procedures of the study. Participation was entirely voluntary, and respondents were assured of their right to withdraw at any stage without penalty.

Confidentiality and Anonymity: To protect the privacy of the participants, no identifying personal details (such as names or specific ID numbers) were collected. All questionnaires were coded numerically, and the data were stored securely, accessible only to the primary research team.

Results

To assess the baseline level of spiritual intelligence among the participating managers at the Islamic Azad University of Sistan and Baluchestan Province, descriptive statistics were calculated. Table 1 presents the mean, standard deviation, minimum and maximum observed scores, and the sample size for the overall spiritual intelligence variable.

Table 1. Descriptive Statistics for Managers' Spiritual Intelligence (N=57)

Variable	Mean	SD	Min.	Max.	N
Spiritual Intelligence	51.88	9.39	32.00	72.00	57

Note on Measurement Range: Although the theoretical range of the spiritual intelligence instrument spans from a minimum of 24 to a maximum of 120 (with a theoretical midpoint of 72), the observed scores of the managers ranged from a minimum of 32.00 to a maximum of 72.00. The calculated sample mean was $M=51.88$ ($SD=9.39$). Because the observed mean lies substantially below the theoretical midpoint of the scale (72.00), the overall spiritual intelligence of the managers in this sample is classified as being at a low level.

Correlation Analysis

To examine the relationship between managers' overall spiritual intelligence and their decision-making styles, a Pearson correlation analysis was conducted. The statistical significance level was set at $\alpha=0.05$ and $\alpha=0.01$ (corresponding to 95% and 99% confidence intervals, respectively). The correlation matrix results are presented in Table 2.

Table 2. Pearson Correlation Matrix Between Spiritual Intelligence and Decision-Making Styles

Variables	Mean	SD	Pearson Correlation (r)	P
Spiritual Intelligence	51.88	9.39	0.060	0.657
Decision-Making Style	67.67	9.40	—	—

The correlation coefficient between overall spiritual intelligence and decision-making styles was found to be $r=0.060$ with a significance value of $p=0.65$. Because the p-value exceeds the standard significance threshold ($p>0.05$), the null hypothesis cannot be rejected. This indicates that, at the aggregate level, there is no statistically significant linear relationship between managers' overall spiritual intelligence and their overall decision-making style.

Regression Analysis

To determine the extent to which the specific sub-dimensions of managers' spiritual intelligence predict their decision-making styles, a simultaneous multiple linear regression analysis was performed. In this model, the dimensions of spiritual intelligence served as the predictor variables, while the overall decision-making style was defined as the criterion (outcome) variable. The model summary and analysis of variance (ANOVA) results are detailed in Table 3.

Table 3. Simultaneous Multiple Regression Model Summary for Spiritual Intelligence Dimensions Predicting Decision-Making Styles

Criterion Variable	Predictors	Multiple R	R ²	Adjusted R ²	DF	F	P
Decision-Making Style	Dimensions of Spiritual Intelligence	0.123	0.015	-0.060	4	0.203	0.936

As illustrated in Table 3, the multiple correlation coefficient is $R=0.123$ and the coefficient of determination is $R^2=0.015$, indicating that the model explains only 1.5% of the variance in managers' decision-making styles. The analysis of variance (ANOVA) indicates that the regression model is not statistically significant overall ($F_{4,52} = 0.203$, $p=0.93$ which is well above the $\alpha=0.05$). Consequently, the global regression model containing all predictors simultaneously is not verified as a suitable model, suggesting that the combined dimensions do not collectively yield a strong predictive model for decision-making styles.

To determine if any individual dimension of spiritual intelligence holds predictive value despite the non-significance of the overall model, the regression coefficients and their respective significance levels were examined individually. These coefficients are presented in Table 4.

Table 4. Regression Coefficients for the Dimensions of Spiritual Intelligence predicting Decision-Making Styles

Predictor Dimensions	B	SE	Beta	T value	P
Constant	64.39	7.72	—	8.34	0.000*
Verbal Spirituality	0.027	0.405	0.011	0.067	0.947
Spirituality in Behavior	0.505	0.585	0.495	6.032	0.045*
Transcendent Spirituality	0.065	0.637	0.020	0.102	0.919

* Statistically significant at the $p<0.05$.

The individual coefficient analysis reveals the following findings:

Verbal Spirituality ($\beta=0.011$, $t=0.067$, $p=0.94$) does not exert a statistically significant effect on decision-making style.

Transcendent Spirituality ($\beta=0.020$, $t=0.102$, $p=0.91$) also has a non-significant relationship with decision-making style.

Spirituality in Behavior, however, demonstrates a statistically significant positive effect on decision-making style ($\beta=0.495$, $t=6.032$, $p=0.045$).

These results suggest that while verbal and transcendent aspects of spiritual intelligence do not serve as viable predictors of managers' decision-making styles, the behavioral manifestation of spirituality (Spirituality in Behavior) is a significant positive predictor, accounting for a meaningful portion of the variance in managers' decision-making styles.

Discussion

The present study aimed to examine the relationship between managers' decision-making styles and their spiritual intelligence in Islamic Azad University units. To achieve this objective, the level of managers' spiritual intelligence was first examined using descriptive statistical indicators. The descriptive findings indicated that the mean score of spiritual intelligence was $M=62.18$ with a standard deviation of $SD=1.24$. Considering the theoretical score range of the instrument, which extends from 24 to 120, and the observed empirical range of scores, which varied from 32 to 72, it can be argued that the level of spiritual intelligence among the managers participating in this study was below the desirable level. This finding suggests that managers' capacity to experience and apply different dimensions of spiritual intelligence—such as meaning-seeking, transcendental awareness, inner integration, and purposeful interpretation of organizational experiences—may be relatively limited.

In the second stage, the relationship between spiritual intelligence and managers' decision-making styles was examined. The results of the correlation analysis showed that there was no statistically significant relationship between these two variables ($r=0.060$, $p=0.657$). This finding indicates that managers' level of spiritual intelligence, regardless of its degree, was not meaningfully associated with the type or quality of their decision-making style. In other words, an increase or decrease in spiritual intelligence does not necessarily lead managers to adopt a particular decision-making style. This result is not consistent with some previous studies that have reported a direct relationship between spiritual components and cognitive or decision-making styles. One possible explanation for this inconsistency may lie in the specific cultural, organizational, and administrative context of the sample under investigation, as well as the level of managerial skills and experience possessed by the participants.

To explore the issue more precisely, simultaneous multiple regression analysis was conducted to determine whether the dimensions of spiritual intelligence could predict managers' decision-making styles. In the regression model, the multiple correlation coefficient was $R=0.123$; however, the overall F test was not statistically significant ($p=0.936$). This finding indicates that the overall regression model did not have sufficient explanatory power to predict managers' decision-making styles. Therefore, the set of spiritual intelligence dimensions, when entered into the model simultaneously, was not capable of significantly explaining variations in decision-making style. Accordingly, the proposed predictive model of the study was not confirmed.

Although the overall regression model was not statistically significant, the examination of standardized and unstandardized regression coefficients for each dimension of spiritual intelligence revealed a more nuanced pattern. Among the three examined dimensions, two dimensions—namely verbal spirituality ($p=0.94$) and transcendent spirituality ($p=0.91$)—did not play a significant role in predicting managers' decision-making styles. Thus, these two dimensions cannot be considered appropriate explanatory variables for managers' decision-making styles in the present study. In contrast, the dimension of spirituality in behavior was statistically significant, with a standardized coefficient of $\beta=0.495$ and a significance level of $p=0.045$. This result suggests that the practical and behavioral aspect of spirituality—that is, the observable manifestation of spirituality in everyday conduct, organizational interactions, managerial behavior, and ethical action—can relatively explain managers' decision-making styles.

This finding implies that spirituality may not influence decision-making merely when it remains at the level of abstract beliefs, verbal expressions, or internal values. Rather, its influence becomes more evident when spirituality is translated into concrete managerial behaviors. When spiritual values are reflected in behavior, they may encourage managers to act with greater reflection, responsibility, fairness, self-control, and attention to the consequences of their decisions. In this sense, behavioral spirituality may contribute to more thoughtful, structured, and ethically sensitive decision-making.

One possible explanation for the lack of a significant overall relationship between spiritual intelligence and decision-making style relates to the different nature of the two constructs. Spiritual intelligence is primarily an internal, value-based, and meaning-oriented construct. It refers to an individual's perception of purpose, personal transcendence, inner coherence, and the ability to

interpret life and work experiences within a broader framework of meaning. Decision-making style, however, is more closely associated with cognitive, analytical, behavioral, and procedural processes. Therefore, managers may possess certain spiritual beliefs or attitudes, yet in organizational decision-making situations, they may be influenced more strongly by rational requirements, administrative rules, organizational regulations, and formal procedures.

Another possible explanation is related to the organizational structure of universities. Higher education institutions, particularly large university systems, often operate within bureaucratic, hierarchical, and rule-oriented structures. Such organizational environments can play a determining role in shaping managerial decision-making. Under these circumstances, even if managers possess individual characteristics such as spiritual intelligence, their freedom to select or apply a particular decision-making style may be limited. They may be required to follow official regulations, administrative circulars, predetermined procedures, and institutional policies. Consequently, the influence of personal, psychological, or spiritual characteristics on the decision-making process may become weaker or less visible.

Furthermore, the descriptive findings showed that the overall level of spiritual intelligence among managers was lower than desirable. When the level of a variable is generally low and its range of variation is restricted, the likelihood of detecting a statistically significant relationship with other variables decreases. In other words, limited variability in spiritual intelligence scores may have reduced the statistical power needed to identify a meaningful association with decision-making styles. This issue may partly explain why the correlation between the two main variables was not statistically significant.

It is also possible that the relationship between spiritual intelligence and decision-making style is not direct, but rather indirect and mediated by other psychological or organizational variables. For example, variables such as emotional intelligence, managerial experience, organizational culture, ethical climate, organizational commitment, job satisfaction, self-awareness, and professional identity may mediate or moderate the relationship between spiritual intelligence and decision-making. Therefore, examining only the direct relationship between spiritual intelligence and decision-making style, without considering potential mediating or moderating variables, may lead to the absence of a significant observed relationship.

The regression results further indicated that among the dimensions of spiritual intelligence, only spirituality in behavior had a significant predictive role in decision-making style, whereas verbal and transcendent spirituality did not. This finding highlights the importance of distinguishing between different dimensions of spiritual intelligence. It appears that the practical and behavioral manifestation of spirituality may be more relevant to managerial decision-making than purely verbal, conceptual, or abstract spiritual orientations. When spiritual intelligence is measured as a general construct without separating its dimensions, the effect of its behavioral component may be weakened or obscured by the non-significant effects of other dimensions. Therefore, the absence of a significant overall relationship does not necessarily mean that spiritual intelligence is entirely irrelevant to decision-making. Rather, it suggests that the relationship is complex and depends on which aspect of spiritual intelligence is being considered.

Overall, the findings of this study show that the level of spiritual intelligence among managers of Islamic Azad University units was below the desirable level. No significant relationship was observed between overall spiritual intelligence and managers' decision-making styles. In addition, the overall regression model did not significantly predict decision-making style. However, the behavioral dimension of spiritual intelligence emerged as a significant predictor, suggesting that the practical application of spiritual values in managerial behavior may be more influential than abstract or verbal expressions of spirituality.

These findings emphasize the complexity of the interaction between individual characteristics and structural requirements in managerial environments. In university settings, decision-making is not shaped solely by personal values or psychological traits. Rather, it is influenced by a combination of individual, organizational, administrative, cultural, and contextual factors. Therefore, future research should consider more comprehensive models that include mediating and moderating variables, such as emotional intelligence, ethical leadership, organizational culture, managerial autonomy, and professional experience.

Practical Implications

Based on the findings of the present study, several practical recommendations can be proposed:

Emphasizing behavioral spirituality in managerial training

Managerial development programs should not focus solely on spiritual beliefs or abstract values. Instead, they should emphasize the translation of spirituality into observable behaviors, such as

ethical conduct, fairness, responsibility, honesty, empathy, and respect in daily organizational interactions.

Strengthening professional ethics and self-regulation

Training programs should promote professional ethics, self-regulation, reflective practice, and meaning-centered performance. These elements can help managers apply spiritual and ethical principles more effectively in real decision-making situations.

Developing practical decision-making skills

Managers should receive training in practical skills such as conflict management, self-awareness, critical reflection, problem-solving, accountability, and responsible decision-making. Such skills may help bridge the gap between internal values and external managerial behavior.

Transforming spirituality from an internal value into workplace behavior

Human resource development interventions should be designed to move spirituality from the level of personal belief to the level of visible organizational behavior. This can be achieved through coaching, mentoring, ethical leadership workshops, and reflective managerial practices.

Reducing bureaucratic constraints where possible

Since highly bureaucratic structures may limit the influence of individual characteristics on decision-making, university administrators should consider providing managers with greater autonomy, participatory decision-making opportunities, and flexible administrative mechanisms.

Designing integrated development programs

Since decision-making is affected by multiple factors, training programs should integrate spiritual intelligence with emotional intelligence, ethical leadership, organizational commitment, communication skills, and strategic thinking.

Suggestions for Future Research

Future studies are encouraged to examine the relationship between spiritual intelligence and decision-making styles using larger samples and more diverse higher education institutions. In addition, researchers may employ structural equation modeling to test indirect relationships through variables such as emotional intelligence, organizational culture, ethical climate, and managerial experience. Qualitative studies, including interviews with university managers, could also provide deeper insight into how spiritual values are—or are not—translated into actual decision-making behavior in academic organizations.

Data availability statement

The original contributions presented in the study are included in the article/supplementary material, further inquiries can be directed to the corresponding author.

Ethics statement

The studies involving human participants were reviewed and approved by the ethics committee of Islamic Azad University. The patients/participants provided their written informed consent to participate in this study.

Author contributions

All authors contributed to the study conception and design, material preparation, data collection, and analysis. All authors contributed to the article and approved the submitted version.

Funding

This study did not receive any financial support from governmental, private, or nonprofit organizations.

Conflict of interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

References

- Abdolshah, M., Tarahhomi, N., Nejad, A. H., & Khatibi, A. (2018). *Spiritual intelligence and employee productivity: In Shiraz industrial estates*. Human Resource Management Publications.
- Achmad Sani, S., Vivin Maharani, E., & Masyhuri. (2019). The relationship among spiritual intelligence, emotional intelligence, organizational citizenship behaviour, and employee performance. *International Journal of Scientific and Technology Research*, 18(2), 249–258.
- Ahoei, K., Faramarzi, M., & Hassanzadeh, R. (2017). Psychological well-being in breast cancer patients: The role of spiritual intelligence. *Journal of Mazandaran University of Medical Sciences*, 27(150), 85–96.
- Ali Shahab, M., Sobari, A., & Udin, U. (2019). Empowering leadership and OCB: The roles of psychological empowerment and emotional intelligence. *WSEAS Transactions on Business and Economics*, 16, 497–505.
- Bahmani, J., Moghimi Zare, F., Bahrami, F., & Asadi, M. (2018). Investigation of the relationship between spiritual intelligence and emotional intelligence in nursing students of Abadan School of Medical Sciences. *Journal of Health Research in Community*, 4(2), 47–56.

- Jacob, G. J., Janet, L., Gary, W. P., & James, P. S., Jr. (2019). Mindfulness and decision-making style: Predicting career thoughts and vocational identity. *The Career Development Quarterly*, 67(3), 244–257.
- Khani, R., & Bagheri, M. (2022). The impact of spiritual intelligence on the decision-making styles of educational managers. *Journal of Educational Management*, 14(2), 101–118.
- Morin, A., & Cherry, K. (2019). *Theories of intelligence in psychology*. Verywell Mind.
- Nazarian Madvani, A., & Mokhtari Dinani, M. (2018). The relationship between coaches' decision-making styles and burnout in Iranian Volleyball Premier League players. *Journal of Research in Sport Management and Motor Behavior*, 8(15), 15–28.
- Pakniat, M., & Javidi, H. (2016). The relationship between dimensions of spiritual intelligence and organizational health with the mediating role of organizational citizenship behavior. *Journal of Psychological Methods and Models*, 7(23), 45–62.
- Sadat-Hosseini, M., Mousavi, H., & Karimi, A. (2021). Investigating the relationship between spiritual intelligence and decision-making styles of secondary school principals. *Journal of Educational Leadership and Management*, 15(1), 55–72.
- Zakeri, H., & Nemati, F. (2022). The relationship of spiritual intelligence with the ethical decision-making of university administrators. *Journal of Educational Management Research*, 13(3), 77–94.