

## Healthcare Managers' Decision-Making Adopting Islamic Approach: Theoretical Basis of Attitude and Approach of Islam in Decision-Making Process

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### Article Info

Received: Mar 26, 2018

Received in revised form:

May 23, 2018

Accepted: May 30, 2018

Available Online: Jun 23, 2018

### Keywords:

Decision-making

Healthcare

Islamic value system

Managers

### Abstract

**Background and Objective:** Decision making is of great importance in not only personal and social life but also organizational life. One of the most key factors influencing the decision making process is the value system as well as the beliefs and thoughts of decision-makers. Since the value system in Islam is fully comprehensiveness, in this research, the health managers' decision-making process on the basis of the values and ethical principles from the Islamic point of view is examined.

**Method:** 'Content analysis' is used in this study which falls into the category of non-experimental or descriptive research. The Islamic references and sources such as "Holy Quran", "Nah al-balagha", "Ghorar al-hekam & Dorar al-kalem", "Al-kafi", "Al-hayat" and also a number of related books and papers were investigated in this study. All ethical issues were observed in this research and the researchers declared no conflict of interests.

**Results:** In this research, three general steps were taken for the health managers' decision-making process based on the teachings of the Holy Quran, which included "decision-making", "decision implementation" and "reliance on God". In order to accurately explain the steps above, a number of distinct and interpretable indices, derived from three main sources of Islamic studies, namely the "Holy Qur'an", "the Prophet's Sunnah", and "the life-method of infallible Imams", were extracted, explained and interpreted.

**Conclusion:** Any health manager or any ordinary Muslim can use the Islamic factors extracted in this research beside the science of decision-making for the triple stages of decision-making in his decision-making process and finally can complete his decision-making process relying on Almighty Allah, with an indomitable spirit. This way, in addition to succeeding in decision making, he will feel the consent of the Almighty Creator in every single stage of decision-making.

**Please cite this article as:** Mousavi Kashi Z, Pourmohammadi Roudsari R, Jafari H, Sayad A, Movafagh A. Healthcare Managers' Decision-Making Adopting Islamic Approach: Theoretical Basis of Attitude and Approach of Islam in Decision-Making Process. *J Res Relig Health*. 2018; 4(3): 103- 117.

### Summary

**Background and Objective:** As a general rule of thumb, all human beings' life is a chain of decision-making processes. In other words, all activities and actions of human beings are the result of decision-making. Decision making is of great importance in personal and social life as well as organizational life. In

this regard, the managers' decisions-making particularly in the area of health which deals with the health of the body, soul and spirit of people is so vital that none of the other duties of the managers will be done without such decisions (1).

Furthermore, decisions of an individual heavily depend on his beliefs and thoughts. Given the defiant and rebellious nature of the inciting soul, from which even divine prophets seek refuge in God, all human beings

are at the risk of the domination of this rebellious soul. Therefore, they need to pay attention to moral and value systems which are in fact a shield against the inciting soul (2).

Since the value system in Islam is truly comprehensiveness, in this study, the health managers' decision-making process on the basis of the values and ethical principles from the Islamic point of view is a matter of concern. Decision-making based on the Islamic approach for health managers who have an onerous and significant task seems in order and deserve more considerations. Therefore, this research set out to investigate the possibility of the influence of Islamic approach and also the impact of theoretical basis of Islamic views and attitudes as well as factors driven from Islamic ethics and values on the decision-making process of health managers. In fact, the researchers in this study aimed to find answers to the following two questions:

1. Is the decision-making process basically influenced by Islamic view and thoughts?
2. If the answer to the previous question is YES, what are the important and influential factors in decision-making based on Islamic view, attitudes and ethics?

**Method:** This study utilized 'content analysis' and is categorized as non-experimental or descriptive research. The Islamic references and sources such as "Holy Quran", "Nah al-balagha", "Ghorar al-hekam & Dorar al-kalem", "Al-kafi", "Al-hayat" and also a number of related books and papers were reviewed in this study.

**Results:** Overall, it can be argued that there is 'Islamic decision-making' because there is Islamic management, and decision-making is an important part of the main responsibilities of managers in any area or organization (3). Thus, Islamic decision-making is substantiated. In this regard, it can be concluded that the Islamic view and thoughts can fully influence the decision-making process both on the individual level and on the organizational level and that the whole decision-making process can be affected by the Islamic values and thoughts.

#### **Factors affecting decision-making based on Islamic view, attitude, and ethics**

In order to accurately explain the principles and features of decision-making with the Islamic approach for health managers it is necessary that three main sources of Islamic studies, namely the Holy Qur'an, the Prophet's Sunnah, and the life-method of infallible Imams be used.

In this research, the stages described in the Holy Quran in decision making have been used as the basis for the "decision from the viewpoint of Islam", and then the features of each of these stages of decision-making, from two other sources that are the Sunnah of the Prophet and the life-method of infallible Imams as well as the Holy Qur'an itself were inferred and explained.

Considering the verses in the Holy Qur'an on the general topic of decision-making, both individual and governmental, this argument was adduced that there are three stages of decision-making process for each of

which glorious verses exist. These three stages are decision-making, decision implementation and reliance on God.

**Stage One-** Decision-making: the determined factors in the stage of decision-making are:

Consultation and discussion, prediction and considering consequences, timing in decision-making, gathering correct information, avoiding hasty decisions, exploiting previous experiences, avoiding disclosure of decisions.

**Stage two-** decision implementation: the determined factors in the stage of decision implementation are:

Attention to time, dispelling doubts, and decisiveness in decision making.

**Stage three-** reliance on God: in Islamic management, decision-making does not end only by making a decision and implementing it. But rather, after making a decision, the manager should rely on Allah Almighty, asking Him for assistance. Of course, it is obvious that this transfer of affairs will be after a thorough review of all the elements and rational factors as well as the intellectual and practical efforts of the manager and others. Believing in the infinite power of God eliminates worries, fears, and doubts, comforting the hearts, and this is one of the unique features of decision-making in Islamic management. Any individual or manager who has been trained based on Islamic ethics and the spirit of trust in God and on the belief in infinite divine power will not lose himself upon danger and crisis, and will not lose his temper and composure, and will make wiser and more prudent decisions.

**Conclusion:** Any health manager or any ordinary Muslim can use the Islamic factors extracted in this research beside the science of decision-making for the three stages of decision-making in his decision-making process and finally can complete his decision-making process relying on Almighty Allah, with an indomitable spirit. Doing so, apart from success in decision making, he will feel the consent of the Almighty Creator in every single stage of decision-making.

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