



Exploration of Fundamental Decision-Making Components Based on the Thoughts of Jalaledin Mohammad Mowlavi

Mahdi Moslehi, Seyed Hamid Khodadad Hosseini, Fereshteh Mansouri moayyed, Ebrahim Khodayar

1. Ph.D. candidate, Tarbiat Modares University, Tehran, Iran
2. Professor, Tarbiat Modares University, Tehran, Iran
3. Associate Professor, Tarbiat Modares University, Tehran, Iran
4. Associate Professor, Tarbiat Modares University, Tehran, Iran

Introduction

Decision-making plays a fundamental role in management research and has been a subject of interest for scholars since the inception of this field. The presence of management theories within specific societal and cultural contexts reflects the identity and values underpinning those theories. Theories in management, particularly those focused on decision-making, have emerged based on distinct ontological and epistemological perspectives. However, much of the existing decision-making literature has predominantly developed within Western paradigms, grounded in specific philosophical assumptions and frameworks. This highlights the importance of investigating alternative perspectives and the potential significance of Iranian-Islamic texts in enriching this field.

The present research aims to establish a scientific framework for utilizing the intellectual treasures of Iranian-Islamic heritage to develop a valid and contextually relevant approach to decision-making. In the contemporary era, individuals face more complex decision-making challenges than ever before, despite access to a wealth of accumulated human wisdom. Among this wisdom are the teachings of Jalal ad-Din Muhammad Rumi, a preeminent Iranian mystic and thinker, whose works remain a profound source of insight. Rumi, as one of the most influential humanist mystics of Iranian-Islamic culture, offers valuable perspectives on the components of decision-making. This study seeks to explore the foundational elements of decision-making as reflected in Rumi's thought.

Methodology

This research is structured on multiple layers of inquiry. From a paradigmatic perspective, it adopts an interpretive paradigm. Methodologically, it employs a

single-method approach. Strategically, it follows a qualitative strategy. The research method is rooted in hermeneutic inquiry, and from a general orientation perspective, it takes a developmental approach. The nature of the method is exploratory-descriptive, the temporal design is cross-sectional, and the data analysis relies on thematic analysis. Thematic analysis provides a systematic framework for analyzing qualitative data. This process involves coding, identifying themes or patterns of meaning, categorizing data into thematic structures, and interpreting these themes based on their relationships, overarching models, similarities, interpretive principles, or theoretical frameworks.

The research population comprises the texts of Jalal ad-Din Muhammad Rumi that directly or indirectly engage with the concept of decision-making. This study strives to adhere strictly to the specified research method, remain true to the core foundations of Rumi's teachings, and minimize bias influenced by pre-existing theories. Through this systematic approach, the research seeks to provide a comprehensive understanding of decision-making concepts within the context of Rumi's thought.

Findings Analysis

The research findings consist of various layers. In the descriptive coding phase, the basic themes are identified. In the interpretive coding phase, organizing themes are formed, and in the integrated coding of comprehensive themes, they are determined. In this study, through continuous comparison of descriptive codes, their number was reduced to 312 codes. In the second phase (interpretive coding), a list of 43 interpretive codes was created. In the third phase, by narrowing down the concepts, 11 themes were identified, including: individual factors influencing decision-making, environmental factors influencing decision-making, cognition and knowledge, guidance and decision-making, attitudes in decision-making, consultation and collaboration in decision-making, decision-making aligned with psychological characteristics and capacities, will devoted to decision-making, values, the influence of love in decision-making, and rationality in decision-making.

The theme of individual factors influencing decision-making is composed of a set of interpretive codes related to the interaction between the soul and the body, the impact of moral vices, motivating factors, and internal conflicts. The theme of environmental factors influencing decision-making is formed from a set of interpretive codes related to the impact of others' words and behaviors on human states, resource utilization, efforts to perceive the situation, the importance of time and constraints that impede decision-making. The theme of cognition and knowledge is formed from a set of interpretive codes related to the recognition of true matters from illusions, avoidance of superficiality, attention to principles and meanings, and prioritizing thought over action. The theme of guidance and decision-making is formed from a set of interpretive codes related to the harmony between the guide and the seeker, the importance of having a good guide, and conscious selection of a guide. The theme of

attitudes in decision-making is formed from a set of interpretive codes related to the influence of personality, motivational impact, the barrier of incorrect intention, and having a comprehensive perspective.

The theme of consultation and collaboration in decision-making is formed from a set of interpretive codes highlighting the importance of consultation, the need to pay attention to inner qualities in choosing a companion, and the search for a like-minded companion. The theme of decision-making aligned with psychological characteristics and capacities is formed from a set of interpretive codes related to individual differences in decision-making and the harmony between the decision-maker and the goal. The theme of will devoted to decision-making is formed from a set of interpretive codes related to the focus on desire and decision, risk-taking, deep awareness leading to lofty goals, the importance of free will, and the significance of persistently desiring and deciding as a platform for the manifestation of divine names. The theme of values is formed from a set of interpretive codes emphasizing the necessity of aligning decisions with divine objectives, paying attention to spiritual sources, and avoiding the misuse of values for achieving personal goals. The theme of the influence of love in decision-making is formed from a set of interpretive codes related to the impact of affection and love, the position of surrender, the position of transformation, and genuine virtual love leading to true love. The theme of rationality in decision-making is formed from a set of interpretive codes related to the inclination to understand decision objectives, the necessity of prioritizing rationality over emotions in decision-making, recognizing real interests and harms, avoiding the rationalization of psychological matters, and foresightedness.

Results

In the teachings of Mawlana, self-awareness and understanding one's inclinations are foundational for focusing on the perfection of a desired goal. The enthusiasm and eagerness associated with this pursuit of perfection imbue human motivation with meaning. Mawlana emphasizes that aligning one's actions with divine will requires seeking guidance from God to perceive realities as they truly are and to distinguish between truth and illusion, thereby enabling wise and informed decisions.

Mawlana views seeking and persistence as essential conditions for achieving desired goals. He also underscores the importance of selecting a compatible companion and receiving guidance within their shared realm of thought. Humans exist within a vast domain of possibilities and choices, and the ability to prioritize goals based on meaningful criteria empowers them to make conscious decisions and advance along the

intended path. Existence, as the manifestation of divine will, reflects God's influence, making Him present and active in human experiences and the decision-making process. Mawlana highlights the impact of internal conflicts and moral vices on a person's overall decisions, stressing the necessity of addressing these inner struggles. Attentiveness to both the inner and outer realms is central to Mawlana's worldview, as deep awareness serves as a pathway to achieving lofty goals in decision-making. This study delves into the foundational components of decision-making as conceptualized by Jalal ad-Din Muhammad Rumi, shedding light on dimensions and perspectives that have the potential to transform and enrich common frameworks in contemporary decision-making literature.

Keywords: Decision Making, Jalaleddin Mohammad Mowlavi, Ontology, Epistemology, Anthropology