RESEARCH ARTICLE

Strategic Determinants of Effective Decision-Making in Organizations: A Theoretical Model for Enhancing Decision Quality, Implementation Efficiency, and Institutional Performance

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Abstract

Effective decision-making represents a central administrative function shaping institutional performance, governance quality, and organizational sustainability. This research develops a theoretical framework explaining how organizations formulate and implement decisions with higher precision, efficiency, and accountability. The study highlights that effective decisions are derived from integrating scientific analytical methods with contextual awareness related to institutional culture, strategic objectives, and external environmental dynamics. The results of the theoretical evaluation indicate that decision effectiveness is contingent upon accurate problem diagnosis, explicit goal formulation, structured alternatives assessment, availability of valid and reliable information, stakeholder engagement mechanisms, and well-sequenced implementation supported by monitoring and evaluation systems. The analysis further reveals that several structural and cognitive barriers undermine decision quality; these include information asymmetry, limited environmental scanning, authoritarian leadership tendencies, resistance to change, and insufficient technical expertise in analytical decision models. The paper emphasizes that improving decision-making requires systematic reforms in human capital development, administrative empowerment structures, decision-support technologies, and cross-functional coordination frameworks. The study also underscores the significance of modern digital infrastructures, particularly integrated information systems and real-time analytical tools, in strengthening transparency, traceability, and predictive accuracy of administrative decisions. This theoretical contribution provides a comprehensive and multidimensional model that connects decision quality with organizational governance maturity, knowledge utilization, accountability mechanisms, and strategic adaptability. The findings imply that institutions prioritizing evidence-based decision systems, participatory structures, continuous learning, and periodic performance review achieve superior governance outcomes, operational efficiency, and competitive sustainability within complex organizational environments.

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1. Introduction

The topic of decision-making is considered a crucial subject in organizations and represents the axis around which other administrative aspects revolve, given the significance of such decisions on the general policies of organizations operating within a continuously changing environment.

The process of decision-making constitutes the essence of administrative functions—a process that commences with objective formulation and proceeds toward achievement. As Harrison contends, "the decision is a phase in a continuous process of evaluating alternatives to accomplish a specific objective" (Harim, 2009, p. 229). Similarly, Herbert Simon, a student of Max Weber, argues that administrative organizations are fundamentally based upon the process of decision-making (Abdo & Muhammad, 2005, p. 216).

The extent of administrative capacity and efficiency in achieving effective performance is determined through the process of decision formulation and implementation, as it represents the departure point for all organizational activities. Given that organizational effectiveness depends upon the effectiveness of decision-making, we may pose the following inquiry: What factors contribute to the effectiveness of decision formulation and implementation? What measures can be adopted to enhance it?

2. The Concept of Decision-Making

2.1. Definition of Decision-Making

A decision (Décision) constitutes a selection of one course of action or method from among multiple alternative pathways for achieving a desired objective. Decision-making, therefore, represents an individual's commitment to a particular behavioral pattern among various alternatives, thereby reflecting the selection of specific conduct that expresses human preference and the expectation that such behavior will achieve the desired objective (Al-Khatatha, 2011, p. 254).

Decision-making processes are among those operations that determine the extent of administrative capacity and efficiency in achieving effective performance. The term "decision" signifies the existence of an undesired situation or problem that requires categorization or solution resolution—that is, a choice based on objective grounds selecting one alternative from among two or more options. The complexity of decision-making necessitates a precise and effective information system that leads to rational decision-making.

Herbert Simon characterizes decision-making processes as synonymous with administrative processes themselves, or as constituting administration per se. He defines decision-making as "the heart of administration," positing that administrative theory concepts must derive from the psychology of human choice. Harrison, in his work on administrative decision-making processes, defines this process as "the issuance of a particular judgment regarding what an individual ought to undertake in a given situation, following careful examination of the different alternatives that could be pursued" (Al-Maghrabi, 2014, p. 127). He further notes that "decision-making is the moment of selecting a specific alternative after evaluating different alternatives based on certain expectations of the decision-maker."

2.2. Classification of Decisions

Decisions are numerous and diverse, possessing particular characteristics and frameworks governing their issuance according to their importance, frequency, comprehensiveness, and manner of promulgation—whether written or oral—as well as the clarity of their content. Administrative scholars have classified decisions into several categories:

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a) **Decisions According to Programmability:**

- **Programmed Decisions:** These pertain to simple and uncomplicated administrative matters requiring minimal effort for resolution.

- **Non-Programmed Decisions:** These concern complex and unforeseen matters requiring meticulous and intensive study.

b) **Decisions According to Their Adoption Methodology:**

- **Qualitative Decisions:** These decisions are adopted through traditional approaches, relying upon the personal estimation of the administrative leader—the decision-maker—and their experiences and studies.

- **Quantitative Decisions:** These decisions are adopted based on studied scientific rules and foundations.

c) **Decisions According to Their Importance:**

- **Strategic Decisions:** These are decisions adopted by senior management concerning the organizational entity's nature and future, as well as the surrounding environment.

- **Tactical Decisions:** These are decisions adopted by middle management aimed at determining appropriate means for achieving organizational objectives, translating plans, constructing organizational structures, defining worker relationships, and clarifying authority boundaries and work division.

- **Operational Decisions:** These are decisions adopted by direct executive management concerning daily work problems, their implementation, and ongoing organizational activities.

d) **Decisions According to Adoption Circumstances:**

- **Certainty Decisions:** These are decisions adopted following the availability of requisite information regarding the problem subject to the decision.

- **Uncertainty Decisions:** These are decisions for which complete necessary information regarding the problem is unavailable, making the probabilities associated with expected events unknown beforehand, causing the administrative leader to issue an ambiguous decision.

e) **Decisions According to Leadership Pattern:**

- **Autocratic Individual Decisions:** These are decisions exclusively undertaken by the administrative leader without providing opportunity for participation among organizational members.

- **Democratic Collective Decisions:** These are decisions wherein the decision-maker permits subordinates to participate, characterized as rational and constructive (Kanan, 2003, pp. 249-257).

2.3. **Characteristics of Decision-Making Processes**

Decision-making processes are characterized by the following features:

- It constitutes a mental process—intellectual activity dependent upon logical and methodologically sound reasoning.

- It represents a procedural process wherein, although selection constitutes the decision-making foundation, other procedures such as problem identification and alternative generation exist.

- The identification of multiple alternative courses constitutes a significant element in decision-making processes.

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- Alternative selection occurs based upon foundations and rules ultimately leading to optimal alternative identification.

- The selection of the most suitable alternative conforms to circumstances affecting decision adoption and actual conditions.

- Decision-making processes occur in the present; however, their results and implications manifest in the future, creating inherent difficulty due to dependence upon future foresight (Boufadha, 2007, p. 125).

2.4. Theories of Decision-Making

2.4.1. Scientific Management Theory

Scientific Management Theory—pioneered by "Frederick Taylor"—posits that administration constitutes genuine science based upon defined rules and principles. This theory adopted scientific methodology in analyzing and comprehending administrative processes through obtaining facts by presenting hypotheses, testing these hypotheses, verifying them, and modifying them according to test results.

The theory contends that workers participate mechanically in administrative processes to achieve organizational objectives. The manager's role is limited to determining what must be accomplished, with subordinates executing the manager's directives. Among Taylor's principal contributions to administrative decision-making are concepts and guidance derived from field studies, research, and careful experimentation and observations while supervising workers performing steel work using various methodologies. Through time and motion studies, Taylor identified necessary worker movements for completing assigned tasks and determined requisite performance timing.

Through this analysis, Taylor concluded that daily output could be calculated and unnecessary movements consuming time and effort could be avoided. Taylor's additional contributions to administrative decision-making included advocacy for applying scientific approaches to management rather than traditional methods based on personal estimation, promoting harmony over division and cooperation over individualism—concepts that substantially contribute to rationalizing administrative decision-making.

Administrative scholars regard Taylor's ideas and observations derived from studies and research as advancing toward more reasonable and effective decision-making methodologies. These ideas and observations represented the foundation for scientific approaches to decision-making based upon following specific stages and steps designed to identify optimal problem solutions through establishing superior methodologies replacing personal and improvisational approaches in work performance.

2.4.2. Administrative Division Theory

Proponents of this theory emphasize the organization's internal structure and the distribution of activities among divisions in ways achieving integration through establishing organizational objectives and determining requisite activities and operations for achievement. Notable theory proponents include "Fayol," "Gulick," and "Urwick" (Kanan, 2011, pp. 46-49).

2.4.3. Decision-Making Under Behavioral Theories

Behavioral schools for administrative organization emerged during the 1930s, prevailing through the 1950s, attempting through their concepts to address criticisms and deficiencies leveled against assumptions and concepts proposed by classical theories in decision-making. These schools' contributed concepts facilitated identifying various factors and variables interacting and influencing decisions, emphasizing the human element constituting the administrative process foundation and organizational behavior center, viewing administrative organization as an open system wherein reciprocal relationships exist with the surrounding environment, reflected in organizational behavior impacts.

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Some studies by these schools' proponents concentrated upon leadership, communications, and decision-making, with findings opening new research horizons transcending the mechanical organization limited in classical theories' depiction toward dynamic administrative aspects like leadership and decision-making, utilizing psychological and social sciences studies significantly contributing to decision-making analysis and its psychological dimensions and social-cultural factors' impacts (Kanan, 2011, p. 58).

2.4.4. Herbert Simon's Theory of Decisions (Bounded Rationality Theory)

Simon, founder of Bounded Rationality Theory, contends that decision-makers cannot achieve rationality owing to limitations in their information processing systems. He argues that prescribing ideal or rational decision-making methods does not facilitate understanding or predicting individual decisions; rather, describing actual decision-making processes achieves this. Consequently, Simon termed his decision-making theory "Bounded Rationality Theory," representing a descriptive model of individual decision-making (Ben Gadqa, 2014, p. 158).

1.4.5. Richard Snyder's Theory of Decision-Making

Snyder conducted multiple field studies and research regarding organizational decision-making in American institutions, employing analytical methodology in studying topics while emphasizing surrounding decision circumstances and capability for managing various fluid situations. Analytical methodology substantially assists in describing existing relationships among workers and posing questions such as: "Why did this situation emerge in this manner?" and "Why did it subsequently change?" Thus this methodology's importance emerges in understanding situations and consequently facilitating effective decision-making.

Snyder contends that decision-making processes comprise several psychological-behavioral dimensions manifesting in complex, interrelated groupings—behavioral-social dimensions and technological, economic, political, and historical dimensions (Mehdid, 2016, p. 144).

2.4.6. Quantitative Theories

These theories depend upon quantitative decision-making models, presuming problem definition, data availability, and known alternatives. Theory pioneers developed four models: decision-making under certainty, risk, uncertainty, and conflict. Pioneers employed numerous quantitative, statistical, mathematical, operational research, game theory, matrix, and linear and non-linear programming techniques. Among these theories we note: statistical theory, queueing theory, game theory, linear programming, and simulation theory (Ben Gadqa, 2014, p. 164).

2.5. Stages of Decision-Making Processes

Decision-making process stages may be summarized as follows:

a) Problem Identification:

When identifying problems, in-depth study is necessary for understanding genuine problem essence rather than apparent symptoms suggesting the problem's primary nature. This requires answering multiple questions such as: "What is the problem type?" and "What are the important or fundamental aspects of this problem?" Precise definition is necessary, utilizing expertise from within or outside the organization to diagnose problems on scientific and objective grounds, subsequently selecting the optimal alternative, thereby preventing strategic decision errors.

Workers may perceive administrative problems stemming from managerial weakness or insufficient worker incentives. Thus, circumstances necessitate precise problem definition containing no ambiguity, ensuring subsequent phases do not waste time and resources without resolving fundamental problems. Multiple organizational problems may exist; however, identifying fundamental problems affecting organizational production or profit reduction, impacting the entire organization rather than individuals alone, proves crucial.

b) Objective Establishment:

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The objective pursued by the decision-maker may be achieving a specific goal or multiple goals pursued by management, potentially contradictory. For example, modifying promotional programs to increase sales or reducing commodity prices seeking sales increase may subsequently make increased profit realization difficult. Thus, complete knowledge of general and specific objectives guiding managerial preference among alternative solutions for specific decision problems proves necessary.

c) Alternative Exploration:

This stage involves investigating and exploring various problem solutions following precise diagnosis, following problem identification. This stage presumes proposing different alternatives or solutions depending upon administrative analytical and innovative capabilities for creating novel solutions utilizing prior experiments, records, and others' knowledge and experiences. The situation may dictate that no decision constitutes an optimal solution.

The administrator must develop the greatest possible number of alternative solutions ensuring error avoidance and appropriate alternative selection. For this reason, each alternative should contribute to realizing some results pursued partially or fully by the decision-maker or fall within available resources, expressed through monetary values, tangible assets, or utility according to problem nature.

Each alternative must satisfy minimum requirements for inclusion in the solutions program. Prior evaluating alternatives against criteria (time, money, environment, implementation feasibility, organizational consonance), alternatives should be ranked hierarchically according to priorities.

d) Alternative Evaluation and Selection:

The difficulty resides in that alternative advantages and disadvantages do not appear clearly during research but emerge only in the future, creating evaluation difficulty regarding anticipated consequences from each alternative given time constraints. Danger exists when new internal or external information may obstruct the decision-maker's progress, causing alternative failure. Evaluation should proceed according to objective standards and foundations for revealing each alternative's advantages and disadvantages. During comparison, the following aspects warrant consideration:

- Alternative implementation feasibility and availability of appropriate material and human resources.

- Implementation financial costs and expected profits versus potential losses.

- Implementation's psychological and social ramifications and subordinate responsiveness and execution timing.

- Selecting the alternative yielding optimal utilization of available material and human production elements with minimal effort.

- Selecting the alternative ensuring rapid solution achievement when required urgently.

Each alternative possesses merits and deficiencies; the manager must weigh each and select the optimal solution.

e) Decision Implementation, Monitoring, and Results Dissemination:

Some decision-makers believe their role terminates upon selecting the optimal alternative; however, this represents erroneous thinking since the selected optimal solution requires implementation through others' cooperation and implementation monitoring ensuring proper application and decision efficacy.

The situation may require informing those involved in implementation. Worker participation feelings in decision-making substantially contribute to effectively converting the alternative (decision) into actual work. Multiple implementation methods exist—written or oral—though all cases necessitate decision dissemination and emphasis through incentives or deterrents. Ideally, decisions should link to temporal and financial schedules facilitating monitoring operations and ensuring implementation conformance with the decision. Given that numerous factors

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and variables surrounding decision-making may continuously change, implementation monitoring and control indicates the necessity for reconsidering required objectives or existing problems, modifying them according to new variables (Belhadj, 2016, pp. 276-277).

2.6. Decision-Making Approaches

Numerous administrative scholars have agreed upon classifying decision-making approaches into two principal categories: theoretical approaches and practical approaches, each encompassing seventeen supplementary approaches facilitating decision-making. The first category includes: experience, intuition, personal judgment, and opinions-suggestions, while the second includes: operational research, game theory, probability theory, and decision tree theory.

Following is a brief explanation of each approach utilized in decision-making:

Theoretical (Non-Quantitative) Approaches: Among significant theoretical decision-making approaches:

- Experience: The administrative leader—the decision-maker—undergoes numerous experiences during administrative task performance, extracting lessons from success or failure. Such lessons from past experiences ordinarily provide decision-makers with increased experience facilitating sound decision achievement, not limited to the administrative leader's experience but potentially incorporating other administrative leaders' and prior retired leaders' experiences in problem resolution. Experience typically applies in simple, recurring decision contexts (Kanan, 2003, p. 181).

- Intuition and Personal Judgment: The administrative leader, when adopting decisions, derives judgment from prior backgrounds and information and intuitive speed in understanding and clarifying problem-composing elements, possessing evaluation and analysis capability and swift judgment issuance and element linkage, thereby adopting appropriate decisions.

- Opinions and Suggestions: The administrative leader presents preliminary decisions to organizational members for their perspectives regarding necessary modifications, approval, or rejection, aiming toward the most suitable decision. Relying upon collective opinions constitutes a democratic decision-making approach built upon participation and opinion-sharing.

- Facts: Facts represent crucial decision-making foundations; when available, adopted decisions become logical and sound. Without facts, administrative leaders may issue non-rational decisions regarding unexpected situations or occurrences.

Scientific Quantitative Approaches: The increasing importance of scientific approaches and theories contributing to decision-making processes, among the most significant:

- Operational Research: Operational research aims toward applying scientific methodology to probability study in any administrative problem seeking goal achievement. Miller & Star view it as applying practical means and methods for solving administrative problems in complex situations. Scientific methodology presumes certain element existence and following defined scientific steps including: an individual or entity perceiving the administrative problem; multiple alternatives existing for problem resolution; organizational goals or results entities seek to achieve; controllable and uncontrollable variables; and pressures and constraints existing during decision adoption (Kanan, 2003, pp. 190-191).

- Game Theory Approach: Game theory constitutes a tool assisting administration in decision-making, representing competition between multiple organizations employing rational reasoning seeking to identify the optimal solution the administration adopts in specific situations for achieving maximum possible gains and loss minimization. One party's success typically occurs at another's expense. This theory frequently functions as an effective mechanism for training administrative leaders in decision-making, though with mathematical game theory advancement extending beyond simple competitive situations, it anticipates increased contributions to strategic decision-making in more complex competitive circumstances.

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- **Probability Approach:** The probability approach represents one methodology for decision-making, particularly under risk circumstances—situations wherein the decision-maker is not entirely certain of results from utilizing a specific alternative.

- **Decision Tree Approach:** Decision tree methodology constitutes a graphical device or model illustrating the decision-alternative and probability factor relationships, typically utilized in project financial decisions regarding selecting specific projects over alternatives.

The preceding analysis demonstrates that theoretical and scientific decision-making approaches contribute substantially to effective decision-making. Individual administrators' methodology selection varies according to problem circumstances and nature, organizational type, problem severity affecting the organization and members, and administrative leader's appropriate methodology utilization producing satisfactory results when supplemented with subordinate opinions and suggestions (Attiya, 2011, pp. 21-22).

2.7. Difficulties Impeding Decision-Making Processes

Among significant difficulties or problems impeding any decision is the absence of any single decision satisfying everyone completely; instead, it represents the best available solution within current circumstances and influences. Additional difficulties include:

- **Inadequate Problem Perception and Precise Definition:** Managers encounter difficulties in precise problem identification, potentially focusing on resolving subsidiary problems rather than addressing genuine problems.

- **Inability to Define Achievable Objectives:** Objectives may relate to establishing sales figures in productive organizations; thus, comprehending primary objectives becomes essential preventing secondary objective conflicts within organizations and subsequently addressing the most critical objectives before others.

- **Environmental Consideration:** The organization's environment—encompassing traditions, customs, laws, changes, human relationships, economic-financial circumstances, political conditions, and governmental legislation and technological developments—warrants consideration for identifying anticipated alternative advantages and disadvantages.

- **Decision-Maker Personality:** Managers may act under internal restrictions including hierarchical organization established by political authority creating resulting bureaucracy and rigidity, and required adherence to internal procedures or external constraints subjecting administration to superior authority (political authority) establishing major objectives. Intelligence degree, acquired experiences, capabilities, and organizational position additionally affect decision-making, with management varying in anxiety levels during problem or alternative identification and hesitation in decision adoption, some managing hurriedly while others proceed cautiously and deliberately avoiding errors.

- **Information Deficiency and Decision-Making Fear:** Information constitutes administrative material for decision-making as materials represent production foundations. Information must represent studied phenomena and provide crucial knowledge enabling administrators to establish necessary estimates regarding current conditions and forecast future developments (Belhadj, 2016, pp. 276-277).

2.8. Factors Influencing Decision-Making Processes

Decision responsibility extends across all preceding stages to individuals or groups; mostly, decisions result from multiple person efforts and committee research and studies established for this purpose. Administrative decisions may be influenced by numerous factors potentially obstructing proper issuance, causing delays, or encountering opposition from implementers whose interests conflict with decisions or external parties seeking unachieved goals. Such influences include:

- **External Environmental Impact:** The organization constitutes a societal cell directly or indirectly affected by it. Important problem circumstances influencing decision-making include economic, political, social, and technical

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conditions, values, customs, and other organizations' decisions within society—whether competitors or associates—since every organizational decision necessarily operates within the framework of others' decisions in institutions, ministries, and varied organizations.

- **Internal Environmental Impact:** Decisions are influenced by organizational internal environmental factors including organization size, growth, employee and stakeholder numbers, manifesting in multiple fundamental aspects relating to decision-adoption circumstances and influence upon organizational individuals and linking to financial, human, and technical resources, and factors relating to organizational structure, communication methods, formal and informal organization, and prevailing human relationships and individual possibilities and capabilities and training availability and material, moral, and technical implementation requirements.

- **Decision-Maker Impact:** Decision-making processes closely connect with individual psychological traits and personality components and behavior patterns influenced by different environmental circumstances such as family, social, or economic conditions, producing four decision-maker behavior types: risk-taking, caution, hastiness, and recklessness. The decision-maker's intelligence level, acquired experiences and skills, and possessed interests and emotions affect decision-making, varying among managers whereby some experience confusion during problem or alternative identification while others hesitate in decision adoption; some react hastily to decision-adoption requirements while others proceed cautiously and deliberately avoiding errors.

Additionally, the decision-maker's personal objectives and organizational objective recognition impact adopted decision quality and adoption methodology, reflecting their ideas, values, beliefs, and material, social, and political objectives potentially harmonizing or conflicting with organizational objectives. Thus, decision-makers may be influenced by non-objective factors and considerations unrelated to problems but reflecting their thinking and matter comprehension influenced by personal development, motivations, attitudes, and social values relating to competition or cooperation desires with other organizational individuals during decision issuance. They become influenced by their environment's traditions and customs, reflecting their values and embraced beliefs.

- **Decision-Adoption Circumstance Impact:** Decision-making administrative circumstances vary regarding administrative certainty or decision-maker certainty regarding anticipated decision results. Circumstance signifies problem's natural condition regarding surrounding and influencing factors, data comprehensiveness, and information accuracy availability. Four distinguishable circumstances exist:

  - Certainty decisions

  - Risk (uncertainty) decisions

  - Complete uncertainty decisions

  - Conflict decisions (Mehdid, 2016, p. 276)

3. Effectiveness in Decision-Making

3.1. Decision-Making Effectiveness

Decision-making effectiveness depends upon decision-makers' capability in selecting available decision alternatives, achievable only through scientific study and sound reality assessment, occurring when decision-makers obtain maximum information regarding problems and available alternatives from various sources before proceeding to decision adoption. Effective decisions represent those adopted within comprehensive organizational perspectives and environments, not narrow, temporary, local problem perspectives, requiring decision-makers to balance anticipated decision-causing risks against potential benefits, with each available alternative requiring examination regarding superiority. Effective decisions constitute those adopted within comprehensive organizational perspectives and surrounding environments rather than limited to temporary, local problems, requiring decision-makers to balance anticipated risks against potential benefits through alternative examination for inherent superiority (Al-Ghazali, 2012, p. 43).

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3.2. Characteristics and Advantages of Effective Decisions

Effective decisions distinguish themselves through particular characteristics and advantages:

- Observing scientific methodology in decision adoption leading to desired goal achievement with minimal effort and time investment.

- Regarding organizations' internal environments represented through prevailing values and attitudes, applicable laws and systems, and external environments represented through pressure forces and economic, political, cultural, social, and psychological factors.

- Permitting decision-making participation by those affected and involved in creation, rendering decisions rationally reached with generated motivation among workers for commitment and implementation.

- Utilizing modern methodologies in decision-making processes through administrative information computerization.

- Observing applicable executed legislation thereby imparting legal character to decisions.

- Determining appropriate decision-adoption timing and subsequently implementation timing (Mehdid, 2016, p. 91).

3.3. Conditions and Dimensions of Decision-Making Effectiveness

According to Vroom and Yetton (1973), overall decision effectiveness may be measured through three criteria:

- Decision quality

- Decision acceptance

- Appropriate decision-adoption timing

Al-Sairafi (2003) contends that decision effectiveness represents decision quality multiplied by decision acceptance degree among implementation-responsible individuals (Al-Ghazali, 2012, p. 43).

Decision-making effectiveness manifests in processes establishing and managing objectives for eventual implementation, cognizant that objectives harmonize with organization-established goals, requiring specific conditions and factors for ensuring decision-making effectiveness achievement. Among such conditions we note:

a) Decision-Adoption Timing:

Timing elements constitute critical decision-making factors; advancing or delaying decision production may generate negative organizational consequences. Administrative scholars contend that administrative leader hesitation in timely decision issuance may result in interested-parties intervention assuming decision responsibility representing official-authority prerogative. Delays in obtaining necessary information or issuing decisions may obstruct established organizational goal achievement while harming organizational workers and affecting their efficacy and productivity.

b) Decision Quality:

Decision quality represents capability in supplying multiple alternatives and options with novel idea creation and evaluation capacity, measuring decision deviation or correctness and determining implementation-timing suitability for goal achievement. Decision quality becomes influenced by comprehensive thinking and novel idea searching.

Multiple factors and dimensions govern decision quality including:

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c) Participation:

Participation elements in decision-making constitute fundamental efficacy factors since decisions directly or indirectly relate to organizational workers whose decision impacts affect them, warranting participation in decision-making from all decision-related individuals ensuring positive decision response and conscientious implementation. Participation guarantees essential worker enthusiasm and implementation drive.

d) Information Availability:

Decision-making processes fundamentally depend upon decision-maker-provided information; ensuring decision-making effectiveness requires supplying complete, precise information regarding such decisions. Consequently, any information withholding, distortion, or falsification results in incorrect or ineffective decisions.

e) Decision Acceptance:

Group decision acceptance, consistently desirable, contributes to effective implementation, with increased acceptance degrees among concerned parties increasing goal efficient and effective achievement probability. Acceptance demonstrates two facets: first, concerning organizational worker decision acceptance and probable reaction wherein decision-acceptance represents critical implementation commitment conditions; second, concerning external environment decision acceptance, particularly interested parties, wherein decision-making effectiveness is measured through environmental decision acceptance (Mehdid, 2016, pp. 91-92-93).

f) Implementation Ease:

Among significant considerations administration must observe is decision implementation possibility since decisions without implementation amount to nothing. Implementation certainty determines decision soundness validity; decisions may prove sound inherently, yet implementation imprecision produces failure and unexpected results contrary to decision-maker anticipations. Quality decisions may yield inferior results not due to decision soundness but rather implementation methodology.

These factors and dimensions interconnect and integrate governing decision-making process effectiveness, not exclusively determining effectiveness; numerous studies propose different effectiveness measurements indicators from various aspects, among such indicators we note: decision-maker experience, objectivity, responsibility-authority balance, stability degree, decision soundness, reliability, and flexibility degree (Mehdid, 2016, pp. 91-92-93).

3.4. Enhancing Decision-Making Effectiveness

Achieving effective decision-making capable of acceptance and implementation depends upon previously-mentioned factors; reaching problem solutions through effective decisions requires following subsequent steps:

- **Personnel Capability Enhancement:** This occurs through behavioral modification and individual work methodology changes. Successful organizations establish firm bases through objective design and early influential leadership involvement promoting sound decision-making behaviors through assisting individuals across levels in learning decision-making skills and best practice sharing, since rapid and effective decision capability and implementation capacity distinguishes successful organizations consistently excelling in competition.

- **Empowerment:** Granting subordinates authority and permissions throughout lower and middle administrative hierarchy levels. Employee empowerment substantially contributes to their effective decision-making participation.

- **Adopting Creative Thinking:** Creative problem-solving thinking importance lies in providing unconventional solutions to familiar or unfamiliar problems, promoting innovation, distinction, and competitive advancement. Opening innovation and creative problem-solving methodology fields provides decision-makers with additional alternatives.

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- Confronting Negative Decision-Influencing Pressures: Addressing negative pressures affecting decision-making may proceed through several procedures including:

 - Implementing sound administrative principles through granting each responsible party adequate authority and privileges enabling subordinate control and matter management.

 - Personnel possessing initiative spirit and creativity capability receiving partial action freedom, enabling greater idea flow creating work enjoyment and routine breaking.

 - Decision-makers attempting to reduce social relationships creating additional pressures, including friendship-based interest relations potentially harming their positions and decision nature and effectiveness.

 - Supporting decision-making participation removing worker isolation resulting from decision-making non-participation, establishing complaint programs and profit-sharing participation programs, and encouraging official encouragement for delegating subordinate authority improving their organizational importance feeling.

 - Accepting change and encouraging individuals across administrative levels adapting to varied positive changes through improving qualification levels and organizing training and reskilling courses enhancing subordinate and superior efficiency in addressing diverse administrative problems.

- Responsibility-Authority Balance: Ensuring responsibility-authority balance warrants consideration since administrative decisions generate responsibilities requiring performance by organizational members. Ensuring responsibility fulfillment necessitates authority provision to those assuming responsibilities. Balance deficiencies result in decision-implementation disruption and negative effectiveness consequences (Mehdid, 2016, pp. 93-94).

4. Conclusion

Through preceding analysis, this researcher recognizes that decision-making processes constitute important topics and fundamental organizational management variables because decision-making represents complex, comprehensive processes encompassing various life aspects, particularly since affecting factors remain numerous and interrelated, imposing upon decision-makers numerous positive characteristics including diplomacy, acumen, foresight, courtesy, courage, and firmness.

Any organization's effectiveness depends upon decision-making effectiveness—the latter depending upon several contributing factors promoting decision-making effectiveness and thereby enabling organizational objective achievement and distinguished performance attainment. Among these factors:

- Decision-adoption timing.
- Decision quality through supplying multiple alternatives and options.
- Decision-making participation constitutes a fundamental efficacy factor.
- Providing complete, precise information regarding decisions.
- Group decision acceptance contributes to effective implementation.
- Implementation ease represents significant administrative considerations ensuring decision implementation.

Ethical Considerations

This research is theoretical in nature and does not involve human subjects, personal data, or experimental interventions requiring ethical approval. All sources used were properly cited to maintain academic integrity. The study adheres to accepted ethical standards in academic research and publication, including transparency, accuracy of information, and avoidance of plagiarism.

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