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# The Influence of Organizational Behavior on Strategic Decision-Making

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**Abstract**

The study of organizational behavior plays a crucial role in understanding how organizations function and evolve. As one of the key modern approaches in managing change and development, organizational behavior provides a framework that defines the working style within an organization, distinguishing it from others. Decision-making in organizations is influenced by numerous internal and external factors. This study confirms that organizational behavior significantly influences the decision-making process, particularly through its nature and impact. This study highlights the importance of integrating organizational behavior as part of business management and administration curricula in universities, given its practical relevance for administrative leaders in the private sector. Furthermore, it advocates for promoting participation in decision-making among the boards of directors of civil and charitable organizations in Saudi Arabia with a focus on reducing social and psychological pressures during decision-making. The research emphasizes the need to improve relationships between employees and board members, fostering leadership over strict administrative roles to increase overall performance and achievement.

**Keywords:** Decision-making, Organizational behavior, Leadership, Private sector, Board of directors, Saudi Arabia

## Introduction

In the second half of the twentieth century, a significant shift in theoretical and practical interest emerged in the study of organizations, particularly in the United States. This led to the rise of several key trends, including the functional construction approach, the socio-technical system approach, and the psychosocial study of organizations. These trends represent different ways of understanding organizational behavior, where organizations are viewed as open, dynamic systems interacting with their external environment, rather than as closed systems isolated from external pressures. This perspective aligns with the approach adopted in the current study, as it better reflects the research problem at hand [1].

Charitable organizations are often seen as subsystems of larger social service organizations [2]. These larger organizations, in turn, are subsystems of society, working towards the goal of providing social services. Charities operate under specific regulations and rules that govern their work, including managing material resources such as allocated budgets and modern technological tools, as well as human resources essential for carrying out their missions. Charities are distinct from other service organizations because they aim to improve and develop society, offering services without the goal of making a profit. These organizations serve a broad spectrum of society, contributing to community well-being.

Organizations that focus on aiding impoverished families and engaging in charitable work have unique organizational behaviors, which help enhance the quality of the services they provide. These behaviors are crucial to the effectiveness and efficiency of these organizations [3]. One study highlighted the role of social responsibility in securing society, noting that charitable institutions are key to maintaining societal stability, especially through volunteer work. Volunteerism is considered an essential factor for societal security, and its development is crucial to keeping pace with social, economic, and demographic changes [4].

Decision-making in such organizations is inherently a collective process. It involves shared input from workers, guided by organizational culture, which shapes individual and group behavior. The culture helps create a conducive atmosphere for decision-making, ultimately fostering organizational commitment and ensuring the organization's survival. A well-developed organizational culture leads to improved values, attitudes, behaviors, and standards, which are essential for achieving organizational goals [5].

In this context, understanding the mechanisms of work within these charitable organizations is key to enhancing their effectiveness. Identifying ways to develop organizational behavior and activating the role of these organizations within society can help them reach higher levels of impact. Thus, the main research question for this study is:

- What is the importance of organizational behavior within organizations?
- What are the dimensions of organizational behavior within institutions (e.g., trust, teamwork culture, management practices, and organizational commitment)?
- What is the level of decision-making in organizations (e.g., identifying the problem, developing alternatives, evaluating alternatives, selecting alternatives, monitoring, and follow-up)?
- How do demographic variables impact both organizational behavior and decision-making?

### *Study objectives*

This research primarily aims to investigate how organizational behavior influences decision-making within charitable organizations. The following sub-objectives are derived from this primary goal:

1. To examine the importance of organizational behavior within these organizations.
2. To assess the key dimensions of organizational behavior, such as trust, teamwork culture, management practices, and organizational commitment.
3. To evaluate the stages of the decision-making process, including problem identification, developing and assessing alternatives, choosing the best option, and monitoring the outcomes.
4. To explore how demographic factors affect both organizational behavior and decision-making within these organizations.

### *Significance of the study*

The significance of this research lies in the following aspects:

- It emphasizes the critical role that organizational behavior plays in enhancing the efficiency of charitable organizations, enabling them to better serve various segments of society.
- It explores methods to improve decision-making processes, ensuring that charitable organizations in the Kingdom of Saudi Arabia continue their valuable work by using their resources more effectively.
- This study will highlight the connection between organizational behavior and decision-making, focusing on how it affects participation in the decision-making process.
- Additionally, this research will contribute to the existing body of knowledge in the fields of organizational behavior and decision-making, providing insights for future academic work and practical application.

### *Key concepts of the study*

#### *1. Organizational behavior*

Organizational behavior is defined by several scholars as "the study of how individuals and groups act within organizations, to improve organizational effectiveness." It involves applying knowledge of human behavior to manage and improve work environments and outcomes. Organizational behavior provides tools to managers for understanding and influencing how people behave in organizations, contributing to the organization's goals and performance [6].

#### *2. Decision-making*

Decision-making is a fundamental aspect of organizational management and leadership. It is the process of selecting one alternative from several options to address a problem or situation. It is integral to planning, organizing, leading, and other functions within an organization. Effective decision-making is essential to an organization's success, as it influences the direction and performance of the entire organization [7].

Decision-making involves evaluating alternatives and selecting the most appropriate course of action based on available information, values, and experiences. It is a cognitive process where different solutions are considered, and the best one is chosen based on its alignment with organizational goals and potential outcomes [8]. It is also an iterative process where alternatives are generated, and assessed, and the best choice is made to achieve a desired objective [9].

*The concept of charities*

Voluntary charities play a central role in the social welfare system, forming an essential part of the broader social welfare market. They primarily focus on providing economic and social opportunities to citizens, based on the principle of mutual social responsibility. This responsibility involves an acknowledgment of the individual's duty to themselves first, followed by the responsibility of the state and non-governmental organizations [10, 11]. Charities aim to facilitate the exchange of benefits between citizens, fostering a collective responsibility for improving social welfare. As Abdel Aal [12] states, this system is crucial for enabling a balanced distribution of resources and opportunities within society.

Al-Mulla defines a charity as any association or institution formed by individuals to serve a public interest. This includes entities like juvenile care homes or civil defense associations [13]. Charities, in this sense, operate as non-profit entities designed to address specific community needs and enhance social welfare.

*Previous studies*

Abeer (2017) examined the relationship between organizational culture in public secondary schools in Balqa Governorate and the degree of ethical decision-making practiced by school managers, from the teachers' perspective. The study involved 219 teachers selected through random stratified sampling. The findings indicated a high level of organizational culture and ethical decision-making practices among school principals. Furthermore, a statistically significant positive correlation was found between organizational culture and ethical decision-making.

Al-Zoghbi [14] focused on the impact of employee participation in decision-making on organizational commitment in government financial institutions specializing in lending in Jordan. A random sample of 666 employees from a total of 1,332 participated in the study. Results revealed that employees' perceptions of decision-making participation were high, and their organizational commitment was moderate. A significant impact of participation in decision-making was observed on various aspects of organizational commitment, including physical, emotional, and ethical commitment.

*Theoretical framework of the study*

Organizational building plays a crucial role in guiding management to effectively coordinate employees' efforts toward common goals. It provides a structural framework that enables the interaction of various activities within the organization, thus contributing to the achievement of objectives at minimal costs by optimizing resource distribution [15, 16].

The concept of social organization extends beyond the confines of individual entities, encompassing a range of relationships and processes. Organizations, whether large, formal, or complex, are both influenced by and influence their social environment [17].

Success in any organization relies on its effectiveness, both organizationally and service-wise. Several approaches to measuring organizational effectiveness have been proposed:

1. *Goal-based approach:* Compares stated goals with actual achievements to determine effectiveness.
2. *Comparative approach:* Compares organizations in similar contexts to identify best practices, avoiding issues with goal-based assessments.
3. *Systems approach:* Views the organization as an interconnected element within a larger system, emphasizing its dependency on other elements.
4. *Beneficiary approach:* Focuses on the effectiveness of the organization from the perspective of its beneficiaries [18].

*Dimensions of organizational behavior*

Organizational behavior is a vital concept for the development of institutions, helping to determine their strategic direction and shape their operational culture. By understanding the various dimensions of organizational behavior, institutions can better align their internal practices with their goals and enhance their overall performance.

*The social and cultural determinants of organizational behavior and their key features*

The study of social and cultural determinants in organizational behavior helps achieve several objectives, benefiting both individuals and the organization. One key determinant is the concept of "social influence," which operates at the individual level. This includes a set of traditions, rules of conduct, and formal relationships, shaped by systems such as rewards, punishments, and promotions. The second determinant, "social adaptation," refers to how individuals learn and internalize the rules of behavior necessary for interacting with the organization. Through this process, individuals gain new values, trends,

and behavioral rules. The third and final determinant is "social interaction," where individuals play two crucial roles: the "role of the influencer," shaping the organization's culture through personal trends and values, and the "role of the respondent," wherein they are influenced by the institution's culture and the behavior systems imposed by it [19].

*The objectives of these determinants*
According to Kurdi [20], these determinants aim to achieve three main objectives:

*1. Organization-level objectives*
By studying organizational behavior, the organization can:
- Understand and interpret the behaviors, practices, initiatives, and reactions of employees, based on the motivations, perceptions, and values influencing their actions.
- Recognize the pressures faced by employees and the communication channels used within the organization, enabling effective management.
- Develop strategies for the future that focus on enhancing the behavior of individuals and groups within the organization.

*2. Individual-level objectives*
For individuals, understanding the social and cultural determinants of their behavior brings several benefits, including:
- Strengthening their commitment to correct behaviors.
- Avoiding situations that lead to misperceptions or miscommunication.
- Reducing exposure to inappropriate pressure or negative interactions with colleagues and management.

*3. Environmental-level objectives*
The study of organizational behavior also helps the organization to:
- Gain a more accurate and comprehensive understanding of its surrounding environment.
- Strengthen its positive interaction with the environment while ensuring its actions align with the organization's goals and interests.
- Build the organization's negotiating power with external factors, avoiding harmful influences.

*The importance of organizational behavior*
The significance of studying organizational behavior lies in its various benefits for both the individuals and the organization. Some of the key points include:
- Enhancing Organizational Effectiveness: Understanding the behavior of individuals directly impacts the effectiveness of the organization, leading to better decision-making and smoother operations.
- Human Resources Development: Organizational behavior studies are crucial for the development of human resources, ensuring that employees are effectively motivated and managed.
- Addressing Individual Differences: By understanding the individual differences within the organization, leaders can tailor their approaches to accommodate these differences, fostering a more harmonious and productive environment.
- Managing Environmental Factors: The study helps organizations recognize external factors that affect employee behavior and productivity, enabling them to adapt and respond effectively.
- Managing Stress and Anxiety: By identifying the causes of stress and anxiety within the workplace, organizations can develop strategies to prevent and alleviate these issues, ensuring a healthier work environment.
- Effective Leadership: Understanding organizational behavior helps leaders adopt the most suitable leadership style to motivate and engage employees.
- Identifying Incentives: By understanding what motivates employees, organizations can offer more effective incentives, whether material or moral.
- Understanding Environmental Requirements: The study of organizational behavior enables a deeper understanding of the environment's impact on the organization, helping the organization identify opportunities and limitations [21].

These elements highlight the crucial role organizational behavior plays in fostering a successful, healthy, and dynamic workplace, driving both individual and collective performance.

*Types of decisions* [22]

*1. Operations decisions*

These decisions are directly related to the day-to-day operations of the organization. Managers are primarily responsible for making these decisions, as they focus on transforming resources into efficient products and services. The goal of operations decisions is to ensure that resources are utilized effectively in the production and delivery of goods and services.

*2. Administrative decisions*
Administrative decisions focus on managing resources effectively to achieve the best possible outcomes. These decisions address the space between strategic and operational concerns. They are concerned with designing the structure of the organization, distributing responsibilities and powers, and securing resources, particularly human resources, financial resources, and other production needs. The goal is to optimize the organization's structure and resource use [23, 24].

*3. Strategic decisions*
Strategic decisions are high-level decisions that deal with the organization's overall direction and external environment. These decisions are aimed at aligning the organization with its external environment to ensure long-term sustainability and growth. The focus is on establishing the relationship between the organization and its environment, identifying opportunities, and responding to external challenges [25-28].

*Curricula and tools used in the study*

*1. Data collection methods*
The researchers used both library data and field data to collect the necessary information:
- Library data: Secondary sources such as books, journals, academic theses, and periodicals were utilized for theoretical background and secondary research.
- Field data: Primary data was collected using a structured questionnaire administered to employees in charitable societies in the Kingdom of Saudi Arabia.

*2. Research methodology*
The researchers applied the descriptive analytical method for understanding the study variables and used statistical methods for data analysis. The following tools were utilized:
- Confirmatory factor analysis (CFA): To validate the measurement model.
- Regression analysis: To examine relationships between organizational behavior and decision-making.
- Analysis of variance (ANOVA): To test differences between groups.
- Reliability coefficient (Cronbach's alpha): To test the reliability of the instrument used in the study.

*Study population and sample*
The study targeted employees working in charitable societies in the Kingdom of Saudi Arabia. The sample included 200 individuals chosen randomly.

*Characteristics of the study sample*
- Gender variables
- Level of rehabilitation courses obtained
- Age
- Years of experience

**Table 1** would provide more detailed information regarding these characteristics.

**Table 1.** Distribution of the study sample according to gender, access to qualifying courses, age, and years of experience

| Variable | Group | Frequency | Percentage |
|---|---|---|---|
| **Gender** | Males | 98 | 49.00% |
| | Females | 102 | 51.00% |
| | **Total** | **200** | **100%** |
| **Access to courses** | Yes | 64 | 32.00% |
| | No | 136 | 68.00% |
| | **Total** | **200** | **100%** |
| **Age** | 20 to 29 years | 40 | 20.00% |

| | | | |
|---|---|---|---|
| | 30 to 39 years | 70 | 35.00% |
| | 40 to 49 years | 66 | 33.00% |
| | ≥ 50 years | 24 | 12.00% |
| | **Total** | **200** | **100%** |
| **Years of experience** | < 10 years | 62 | 31.00% |
| | 10 to 20 years | 64 | 32.00% |
| | > 20 years | 74 | 37.00% |
| | **Total** | **200** | **100%** |

*Study results and interpretation*

*The importance of organizational behavior in institutions* **(Tables 2-6)**

**Table 2.** T-test value to indicate the differences between the arithmetic averages and the legal average of the respondents' estimates regarding the importance of organizational behavior in institutions

| Statement | Agree | Ok | Neutral | Mean | Standard deviation | T-value | Significance level | Relative weight | Ranking | Grade |
|---|---|---|---|---|---|---|---|---|---|---|
| Organizational behavior helps to create order and accuracy in business operations. | 117 | 63 | 20 | 2.49 | 0.67 | 10.20 | Significant | 82.83 | 7 | High |
| It assists human resource management in aligning job tasks with individuals' capabilities. | 81 | 63 | 56 | 2.13 | 0.82 | 2.16 | Significant | 70.83 | 14 | Medium |
| It enables the optimal use of individuals' capabilities without negatively affecting their mental or physical health. | 93 | 79 | 28 | 2.33 | 0.71 | 6.49 | Significant | 77.50 | 13 | High |
| Organizational behavior helps define clear and specific tasks for individuals, groups, or departments. | 119 | 31 | 50 | 2.35 | 0.85 | 5.71 | Significant | 78.17 | 11 | High |
| It helps identify and quickly resolve shortcomings without hindering production. | 120 | 61 | 19 | 2.51 | 0.66 | 10.74 | Significant | 83.50 | 6 | High |
| Organizational behavior is based on understanding individuals' capabilities within the organization. | 114 | 69 | 17 | 2.49 | 0.65 | 10.56 | Significant | 82.83 | 7 | High |
| Understanding organizational behavior aids in making effective decisions without overburdening individuals. | 125 | 30 | 45 | 2.40 | 0.83 | 6.79 | Significant | 80.00 | 9 | High |
| It helps recognize and leverage strengths within the organization. | 118 | 56 | 26 | 2.46 | 0.71 | 9.10 | Significant | 82.00 | 8 | High |
| It aids in detecting weaknesses and mitigating their spread. | 92 | 84 | 24 | 2.34 | 0.68 | 7.04 | Significant | 78.00 | 12 | High |

| Statement | Agree | Ok | Neutral | Mean | Standard deviation | T-value | Significance level | Relative weight | Ranking | Grade |
|---|---|---|---|---|---|---|---|---|---|---|
| Organizational behavior enhances team understanding, fostering a healthy and innovation-driven work environment. | 129 | 49 | 22 | 2.54 | 0.69 | 11.02 | Significant | 84.50 | 3 | High |
| It helps develop an integrated vision of the work system and plans. | 140 | 25 | 35 | 2.53 | 0.78 | 9.57 | Significant | 84.17 | 4 | High |
| Organizational behavior helps identify required competencies and resources and develop plans to utilize them. | 133 | 48 | 19 | 2.57 | 0.66 | 12.19 | Significant | 85.67 | 1 | High |
| It improves relationships between workers and the organization. | 129 | 45 | 26 | 2.52 | 0.72 | 10.18 | Significant | 83.83 | 5 | High |
| It helps quickly identify the root causes of problems, saving time and effort for the organization. | 128 | 49 | 23 | 2.53 | 0.69 | 10.70 | Significant | 84.17 | 4 | High |
| It speeds up the integration of new employees into the work environment, reducing resistance to change. | 128 | 52 | 20 | 2.54 | 0.67 | 11.38 | Significant | 84.67 | 2 | High |
| It helps employees understand what is required of them, enabling faster and better task completion. | 98 | 83 | 19 | 2.40 | 0.66 | 8.51 | Significant | 79.83 | 10 | High |
| **Overall average** | | | | 2.44 | 0.72 | | | **81.41** | | **High** |

**Table 3.** T-test values indicate differences between the arithmetic averages and the legal average of respondents' estimates for the field of monitoring and analyzing trust as a dimension of the organizational behavior scale

| Statement | Agree | Ok | Neutral | Mean | Standard deviation | T-value | Significance level | Relative weight | Ranking | Grade |
|---|---|---|---|---|---|---|---|---|---|---|
| Mutual trust exists in relationships between management and employees. | 116 | 69 | 15 | 2.51 | 0.63 | 11.26 | Significant | 83.50 | 7 | High |
| Mutual trust exists in relationships among employees. | 140 | 19 | 41 | 2.50 | 0.81 | 8.60 | Significant | 83.17 | 8 | High |
| Employees are willing to collaborate with colleagues without fearing job loss. | 130 | 44 | 26 | 2.52 | 0.72 | 10.28 | Significant | 84.00 | 5 | High |
| Employees regularly exchange important work-related information. | 120 | 32 | 48 | 2.36 | 0.84 | 6.03 | Significant | 78.67 | 9 | High |
| Employees share ideas to develop business opinions. | 134 | 51 | 15 | 2.60 | 0.63 | 13.42 | Significant | 86.50 | 2 | High |
| Employees understand that they are responsible for improving their performance without needing supervision. | 119 | 64 | 17 | 2.51 | 0.65 | 11.10 | Significant | 83.67 | 6 | High |
| Employee performance is highly motivated without managerial interference. | 143 | 18 | 39 | 2.52 | 0.80 | 9.17 | Significant | 84.00 | 5 | High |

| Statement | Agree | Ok | Neutral | Mean | Standard deviation | T-value | Significance level | Relative weight | Ranking | Grade |
|---|---|---|---|---|---|---|---|---|---|---|
| Employee relations are characterized by a sense of brotherhood and cooperation. | 142 | 53 | 5 | 2.69 | 0.52 | 18.74 | Significant | 89.50 | 1 | High |
| Employees feel they receive all their rightful benefits without complaints. | 134 | 42 | 24 | 2.55 | 0.70 | 11.11 | Significant | 85.00 | 4 | High |
| Employees effectively utilize their abilities to accomplish tasks. | 148 | 16 | 36 | 2.56 | 0.78 | 10.14 | Significant | 85.33 | 3 | High |
| **Overall average** | | | | 2.53 | 0.71 | | | **84.33** | | **High** |

**Table 4.** T-test values indicate differences between the arithmetic averages and the legal average of respondents' estimates for the field of monitoring and analyzing organizational commitment (emotional and physical) as a dimension of the organizational behavior scale

| Statement | Agree | Ok | Neutral | Mean | Standard deviation | T-value | Significance level | Relative weight | Ranking | Grade |
|---|---|---|---|---|---|---|---|---|---|---|
| I enjoy discussing my work within the organization. | 119 | 61 | 20 | 2.50 | 0.67 | 10.41 | Significant | 83.17 | 4 | High |
| I feel that the problems facing my organization are my problems. | 127 | 17 | 56 | 2.36 | 0.89 | 5.64 | Significant | 78.50 | 7 | High |
| I feel connected to the organization I work for. | 111 | 68 | 21 | 2.45 | 0.68 | 9.39 | Significant | 81.67 | 5 | High |
| I feel emotionally attached to my organization. | 121 | 64 | 15 | 2.53 | 0.63 | 11.83 | Significant | 84.33 | 2 | High |
| I believe that employees should always remain loyal to their organizations. | 137 | 12 | 51 | 2.43 | 0.87 | 6.98 | Significant | 81.00 | 6 | High |
| I feel ethically obligated to remain in my current job. | 123 | 62 | 15 | 2.54 | 0.63 | 12.07 | Significant | 84.67 | 1 | High |
| I feel I have limited options if I decide to leave. | 121 | 58 | 21 | 2.50 | 0.68 | 10.40 | Significant | 83.33 | 3 | High |
| I'm worried about the consequences of quitting my job without another opportunity lined up. | 86 | 61 | 53 | 2.17 | 0.82 | 2.85 | Significant | 72.17 | 9 | High |
| I prefer not to leave my organization even if offered a better job. | 111 | 64 | 25 | 2.43 | 0.71 | 8.62 | Significant | 81.00 | 6 | High |
| Leaving my current job would be costly for me. | 115 | 34 | 51 | 2.32 | 0.86 | 5.29 | Significant | 77.33 | 8 | High |
| **Overall Average** | | | | 2.42 | 0.74 | | | **80.72** | | **High** |

**Table 5.** T-test values indicate differences between the arithmetic averages and the legal average of respondents' estimates for the field of identifying the problem as a dimension of the decision-making scale

| Statement | Agree | Ok | Neutral | Mean | Standard deviation | T-value | Significance level | Relative weight | Ranking | Grade |
|---|---|---|---|---|---|---|---|---|---|---|
| I am involved in identifying the problems faced at work. | 116 | 70 | 14 | 2.51 | 0.63 | 11.52 | Significant | 83.67 | 3 | High |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| My boss consults me on prioritizing the problems facing the work. | 141 | 17 | 42 | 2.50 | 0.82 | 8.53 | Significant | 83.17 | 4 | High |
| My boss consults me in determining the priority of problems. | 148 | 19 | 33 | 2.58 | 0.76 | 10.70 | Significant | 85.83 | 1 | High |
| I share all data and information related to the problems faced at work. | 125 | 63 | 12 | 2.57 | 0.61 | 13.18 | Significant | 85.50 | 2 | High |
| I am capable of addressing the problems faced at work, no matter how difficult they are. | 103 | 80 | 17 | 2.43 | 0.65 | 9.41 | Significant | 81.00 | 5 | High |
| **Overall Average** | | | | 2.52 | 0.69 | | | **83.83** | | **High** |

**Table 6.** T-test values indicate differences between the arithmetic averages and the legal average of respondents' estimates for the field of alternative development as a dimension of the decision-making scale

| Statement | Agree | Ok | Neutral | Mean | Standard deviation | T-value | Significance level | Relative weight | Ranking | Grade |
|---|---|---|---|---|---|---|---|---|---|---|
| I participate in proposing suitable alternatives for decision-making. | 130 | 24 | 46 | 2.42 | 0.84 | 7.06 | Significant | 80.67 | 3 | High |
| I participate in identifying the advantages of each decision alternative. | 124 | 62 | 14 | 2.55 | 0.62 | 12.46 | Significant | 85.00 | 1 | High |
| I participate in identifying the disadvantages of each decision alternative. | 96 | 83 | 21 | 2.38 | 0.67 | 7.94 | Significant | 79.17 | 4 | High |
| I participate in determining the outcomes of each decision alternative. | 122 | 59 | 19 | 2.52 | 0.66 | 10.96 | Significant | 83.83 | 2 | High |
| I participate in determining how well alternatives align with established decisions. | 96 | 77 | 27 | 2.35 | 0.71 | 6.91 | Significant | 78.17 | 5 | High |
| **Overall Average** | | | | 2.44 | 0.70 | | | **81.37** | | |

## Conclusion

The study's findings reveal that several areas within organizational behavior and decision-making in institutions have been highly rated. The field of determining the significance of organizational behavior received a strong rating, with scores ranging from 2.34 to 3.00, reflecting its importance in shaping organizational success. Similarly, the confidence domain as a key component of organizational behavior was also highly regarded, falling within the same range. The evaluation of teamwork culture and management practices, both essential elements of organizational behavior, yielded high scores as well, indicating their crucial role in fostering a productive and collaborative environment. Moreover, emotional and physical organizational commitment was rated highly, highlighting the importance of employee engagement in driving organizational effectiveness. Furthermore, the study found that problem identification and control processes within administrative decision-making also received high evaluations, reflecting their significance in ensuring effective decision-making in organizations.

*Recommendations and proposals*

Based on these conclusions, several recommendations are put forward to improve organizational behavior and decision-making practices. First, leaders within organizations need to establish and adhere to an ethical framework that is mandatory for all levels of the organization, ensuring that decision-making is consistent, transparent, and ethically sound. The study also emphasizes the importance of integrating organizational behavior into the academic curriculum for business administration and management students, as this knowledge is crucial for future leaders, especially in the private sector. Additionally, it is recommended that participation in decision-making processes be enhanced among members of the boards of directors of charitable and civil societies, particularly in Saudi Arabia, to encourage inclusive and collaborative decision-making.

Reducing the psychological and social pressures on board members during the decision-making process is another key recommendation, as it can improve relationships between board members and employees. Finally, organizations are encouraged to focus more on fostering leadership relationships rather than strictly administrative ones, as strong leadership connections are more effective in promoting organizational performance and achieving objectives.

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