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Examining the Impact of Organizational Behavior on Managerial Decision-Making

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Abstract

The study of organizational behavior is a crucial area in understanding how organizations operate and thrive. It is regarded as one of the key contemporary approaches to managing change and promoting development within organizations. Organizational behavior provides the framework that shapes the work environment and differentiates one organization from another. Decision-making within organizations is influenced by a variety of internal and external factors. Consequently, organizational behavior plays a significant role in shaping the decision-making process, depending on its characteristics and influence, as confirmed by this study. The research highlights the importance of integrating organizational behavior as a core subject in business administration and management curricula, given its practical relevance for leaders in the private sector. Furthermore, the study emphasizes fostering greater participation in decision-making among board members of civil and charitable organizations in the Kingdom of Saudi Arabia. It also stresses the need to reduce psychological and social pressures experienced by board members during decision-making to enhance relationships between employees and board members. Additionally, the findings suggest prioritizing leadership dynamics over administrative relationships to improve organizational achievement and performance effectiveness.

Keywords: Information security, Communication organizational behavior, Cybersecurity, Decision-making, Cybercrimes, networks

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Introduction

The mid-twentieth century marked a surge of theoretical and practical interest in the study of organizations, particularly in the United States. This period saw the emergence of key contemporary perspectives, including the functionalist approach, socio-technical systems theory, and the psychosocial study of organizations. Organizations were initially viewed as closed systems isolated from external influences, designed primarily as tools to achieve specific objectives through coordinated effort. However, organizations are increasingly understood as open, dynamic systems that interact continuously with their environments. This latter perspective aligns more closely with the focus of the present study [1].

Charitable organizations can be viewed as subsystems within larger social service organizations, which themselves are components of the broader community system [2]. These subsystems strive to fulfill distinct objectives related to delivering social services. Their operation depends on established regulations and rules, which govern both material resources—such as allocated budgets and modern technological tools—and human resources critical to sustaining charitable activities. Effective management of these resources, alongside the necessary technical and administrative competencies, enables organizations to achieve their goals. The outputs of these organizations are the services delivered to the community.



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What distinguishes charitable organizations from other service providers is their unique organizational behavior shaped by their mission. As non-profit entities, they are committed to societal development and improvement, offering services accessible to all social groups. Organizations focusing on assisting impoverished families and other charitable causes possess an organizational nature that enriches the quality of services offered and enhances their operational effectiveness [3]. One study highlighted the role of such organizations in fostering social security, emphasizing volunteerism as a vital contributor to community stability. This role necessitates continuous development to keep pace with evolving social, economic, and demographic conditions [3].

Given that decision-making is inherently a collective process within organizations, organizational culture plays a pivotal role in shaping both individual and group behaviors. A supportive culture helps create a conducive organizational environment that promotes the development of shared values, attitudes, behaviors, and standards. This, in turn, positively influences decision-making processes, fosters a sense of belonging, and ensures organizational survival. Ultimately, this culture supports the successful achievement of organizational objectives [4].

Furthermore, understanding the operational mechanisms within these associations plays a crucial role in enhancing their effectiveness and identifying ways to develop their work to meet advanced, civilized standards aligned with their entrusted mission. This will enable them to fulfill their societal role more effectively than at present. Consequently, the study problem is framed around the following key questions:

- What is the significance of organizational behavior within organizations?
- What are the dimensions of organizational behavior measurement within institutions (such as trust, teamwork culture, management practices, and organizational commitment)?
- What is the level of decision-making effectiveness (including problem identification, alternative development, alternative evaluation, alternative selection, and monitoring and follow-up)?
- How do demographic variables influence both organizational behavior and decision-making?

Study objectives

The primary aim of this study is to explore the impact of organizational behavior on decision-making processes within charitable organizations. From this overarching goal, several specific objectives emerge:

1. To examine the current importance of organizational behavior within institutions.
2. To assess the dimensions of organizational behavior in institutions, focusing on trust, teamwork culture, management practices, and organizational commitment.
3. To evaluate the stages of decision-making, including problem identification, developing alternatives, evaluating alternatives, selecting alternatives, and monitoring and follow-up.
4. To analyze the influence of demographic variables on both organizational behavior and decision-making.

Significance of the study

- This research gains importance from the critical role that organizational behavior plays in charities today, particularly as these organizations strive to deliver services efficiently to all members of society by optimizing resource utilization.
- It contributes to sustaining the continuous operation of charities in the Kingdom by identifying effective approaches to improve decision-making related to their service provision.
- The study clarifies the extent to which organizational behavior affects participation levels in the decision-making process.
- It enriches the academic literature on organizational behavior and decision-making, providing a valuable resource for future researchers and scholars.

Study concepts

Organizational behavior

Organizational behavior is understood by some scholars as the exploration and practical application of how individuals and groups act within workplace settings to promote effective outcomes. This field provides managers with diverse tools to better interpret and influence the behaviors observed among employees and teams in organizations [5].

Decision-making

Decision-making holds a crucial place in management, as it is fundamental to leadership functions and initiates all organizational activities both inside and outside the institution. It intersects with core managerial functions like planning, organizing, communication, and leadership. The process involves deliberately choosing from several possible options, and the success of an organization often hinges on how well its leaders make these choices [6].

More specifically, decision-making is the process through which an individual resolves a problem or uncertainty by selecting one solution from among existing or novel alternatives. This selection depends on the person's knowledge of the issue, as well as their personal values, habits, experience, education, and skills [7].

It is also described as a cognitive process involving the evaluation of potential actions and their imagined consequences. It is considered a key form of thinking because it determines the strategy for addressing other mental tasks. Essentially, decision-making entails weighing alternatives and choosing the option that best aligns with desired goals [8].

In addition, decision-making is a sequential mental process where options are generated, assessed, and the most suitable alternative is chosen to accomplish a specific objective [9].

Charities

Voluntary charitable organizations are a vital part of the social welfare framework. They function as a subsystem within the larger social service network aimed at offering economic and social support to community members. This system is founded on the principle of shared social responsibility among citizens of the same country [10, 11]. The emphasis is on mutual exchange of benefits with priority given first to individual responsibility, then to government and non-government entities [12].

Dr. Hassan Issa Al-Mulla defines a charity as any group or institution formed by individuals to serve the public good, such as organizations supporting youth care or civil defense [13].

Previous studies

Abeer (2017) investigated the relationship between organizational culture levels in public secondary schools in Balqa Governorate and the extent to which school principals practiced ethical decision-making, based on teachers' perspectives. The study involved a sample of 219 male and female teachers, selected using a stratified random sampling method. Findings revealed that teachers perceived the organizational culture in these schools as strong. Additionally, principals were seen to engage highly in ethical decision-making processes. The study also identified a statistically significant positive correlation between overall organizational culture and ethical decision-making practices.

Al-Zoghbi (2010) explored the effect of employee involvement in decision-making on organizational commitment levels among employees at government financial lending institutions in Jordan [14]. The total population consisted of 1,332 employees, with a 50% random sample of 666 individuals included in the study. Results showed that employees reported a high level of participation in decision-making. However, their perception of organizational commitment across various dimensions (physical, emotional, and ethical) was moderate. The study further confirmed a significant impact of employee participation on all dimensions of organizational commitment.

Theoretical framework of the study

Organizational structure plays a crucial role as a management tool, facilitating the coordination and alignment of employee efforts toward predetermined objectives. It establishes the environment in which individuals operate and fosters integration and interaction among diverse activities within the organization [15, 16]. By optimizing the allocation of both material and human resources, the organizational framework helps achieve goals efficiently and cost-effectively [17].

Social organization encompasses a broad network of relationships and processes, of which formal organizations are a part. These organizations, often large and complex, both influence and are influenced by the broader social context [17].

The success of any organization, whether focused on organizational functions or service delivery, depends largely on its effectiveness. Several approaches have been developed to measure this effectiveness, as explained by Al-Nimr (1997) [18]. The goal-based approach compares the stated objectives of the organization with the extent to which these objectives are actually achieved. The comparative approach evaluates organizations operating in similar conditions to identify which ones are more effective, thereby avoiding some challenges associated with goal measurement. The systems approach views the organization as a set of interconnected and interdependent elements working together. Finally, the stakeholder approach assesses effectiveness based on the perspectives and satisfaction of the various beneficiaries of the organization [18].

Organizational behavior is an essential concept linked to the development of institutions because it helps determine their orientation and direction.

Studying the social and cultural determinants of organizational behavior plays a key role in achieving goals for both individuals and organizations within their environments. One major determinant is social influence, where individuals adopt specific traditions and rules of conduct within formal structures such as systems of rewards, punishments, and promotions. This leads to social adaptation, where individuals learn the necessary roles and behavioral expectations required by the organization. Through this process, individuals develop the values, attitudes, and behavioral norms needed to interact effectively with their groups. The third determinant is social interaction, where individuals play dual roles. As influencers, they impact the organization through their values and efforts, and as respondents, they are shaped by the organization's culture and behavioral systems [19].

The objectives of the determinants of organizational behavior can be divided into three key areas, as described by Kurdi (2011) [20]. First, from the organization's perspective, understanding organizational behavior helps managers grasp the

actions, attitudes, and reactions of employees by exploring what motivates them and what values shape their behavior. It also provides insight into the pressures employees face, the communication channels they use, and leadership styles in place. This knowledge supports the formulation of strategies aimed at improving individual and group behaviors and overall organizational development.

On the individual level, awareness of the factors influencing behavior offers several benefits. It helps employees commit to appropriate conduct, prevents misunderstandings that could disrupt communication, and avoids situations where people might react improperly to colleagues or supervisors due to stress or miscommunication.

Regarding the environment, studying organizational behavior allows the organization to better understand its external surroundings. This understanding helps it to engage positively with environmental demands that align with organizational interests, while avoiding harmful influences. It also strengthens the organization's ability to negotiate and interact effectively with external factors.

Organizational behavior is important because it sheds light on how individuals behave within an organization and how this affects overall effectiveness. It plays a crucial role in human resource development and helps identify individual differences among employees to tailor management approaches accordingly. It also explores external influences on behavior and productivity, as well as identifying sources of employee stress and anxiety to address them proactively. Moreover, it guides leaders in choosing the most effective leadership styles and helps pinpoint the incentives—whether financial or moral—that best motivate employees at various levels. Ultimately, it improves understanding of environmental factors that impact the organization's opportunities and constraints [21].

According to Al-Ghalbi and Idris (2007), decisions within an organization can be categorized by their focus [22]. Operational decisions relate to the day-to-day functioning of the organization. These decisions require significant attention from managers because they involve managing the core activities and ensuring that resources are efficiently transformed into goods and services.

Administrative decisions primarily focus on managing resources to achieve optimal outcomes. These decisions address issues that lie between strategic concerns and operational problems. They involve organizing the structure of the organization to appropriately allocate responsibilities and authority. Additionally, administrative decisions cover acquiring and developing resources, particularly employee knowledge, as well as financial and production-related requirements [23, 24].

Strategic decisions, on the other hand, relate to the organization's overall direction with an emphasis on its external environment rather than just internal matters. These decisions typically determine how well the organization aligns and interacts with its surrounding environment. The central challenge of strategic decision-making is achieving harmony and compatibility between the organization and external factors [25–28].

Regarding the research methodology, the study utilized both descriptive and analytical approaches. Various statistical techniques were applied, including confirmatory factor analysis, regression analysis with Amos v20, analysis of variance, and reliability testing using Cronbach's alpha to ensure the instrument's consistency.

Data for the study were collected from two primary sources. The first source was secondary or library data, which included information gathered from books, academic journals, theses, and periodicals. The second source involved primary data collected directly from participants through a questionnaire.

The study population consisted of numerous employees working in charitable organizations in Saudi Arabia. From this population, a simple random sample of 200 employees was selected to participate in the study. The sample was described based on various demographic characteristics such as gender, participation in training or rehabilitation courses, age, and years of experience (**Table 1**).

Table 1. Distribution of the Study Sample According to Gender, the Extent of Obtaining Qualifying Courses, Age, and Years of Experience.

Variable	Groups	Iteration	Percentage
genre	males	98	49.00
	females	102	51.00
	Total	200	100
The extent of access to courses	Yes	64	32.00
	No	136	68.00
	Total	200	100
Age	From 20 to less than 30	40	20.00
	From 30 to less than 40	70	35.00
	From 40 to less than 50	66	33.00
	From 50 years and above	24	12.00
	Total	200	100
Years of Experience	Less than 10 years	62	31.00
	From 10 to 20 years	64	32.00

More than 20 years	74	37.00
Total	200	100

Study results and interpretation

Role of organizational behavior in institutions (Table 2)

Table 2. Statistical Analysis of Respondents' Views on the Importance of Organizational Behavior in Institutions, Comparing Mean Scores to a Standard Mean Using T-Values

Aspect of Organizational Behavior	Sample Size	Strongly Agree	Agree	Neutral	Mean Score	Std. Dev.	T-Value	Significance	Weight (%)	Rank	Rating
Creates structure and precision in task processes	117	63	20	2.49	0.67	10.20	***	82.83	7	High	
Supports HR in aligning tasks with employee skills	81	63	56	2.13	0.82	2.16	***	70.83	14	Medium	
Utilizes employee skills while protecting their well-being	93	79	28	2.33	0.71	6.49	***	77.50	13	High	
Defines clear roles for individuals, teams, or departments	119	31	50	2.35	0.85	5.71	***	78.17	11	High	
Enables quick issue detection and resolution to maintain output	120	61	19	2.51	0.66	10.74	***	83.50	6	High	
Uses employee strengths to plan effective skill utilization	114	69	17	2.49	0.65	10.56	***	82.83	7	High	
Facilitates informed decisions by matching tasks to abilities	125	30	45	2.40	0.83	6.79	***	80.00	9	High	
Identifies and enhances organizational strengths	118	56	26	2.46	0.71	9.10	***	82.00	8	High	
Detects and reduces the impact of weaknesses	92	84	24	2.34	0.68	7.04	***	78.00	12	High	
Promotes team collaboration for an innovative workplace	129	49	22	2.54	0.69	11.02	***	84.50	3	High	
Offers a clear vision of the organization's goals and direction	140	25	35	2.53	0.78	9.57	***	84.17	4	High	
Identifies resource needs and plans for their optimal use	133	48	19	2.57	0.66	12.19	***	85.67	1	High	
Strengthens employee-organization relationships	129	45	26	2.52	0.72	10.18	***	83.83	5	High	
Simplifies finding problem causes, saving time and effort	128	49	23	2.53	0.69	10.70	***	84.17	4	High	
Speeds up new employee integration and eases change resistance	128	52	20	2.54	0.67	11.38	***	84.67	2	High	
Clarifies expectations for efficient task completion	98	83	19	2.40	0.66	8.51	***	79.83	10	High	
Overall Field	200	-	-	-	2.44	0.72	Std. Mean = 2	81.41	-	High	

Description: Table 2 evaluates how respondents perceive the importance of organizational behavior in institutions. It compares mean scores to a standard mean of 2 using T-values to determine significance. Responses are divided into Strongly Agree, Agree, and Neutral categories, with details on mean scores, standard deviations, T-values, significance levels (***) indicates high significance), relative weights (in percentage), ranks, and ratings (High or Medium). The overall mean score of 2.44 and a relative weight of 81.41% indicate that organizational behavior is highly valued across all aspects.

Confidence domain as a dimension of the organizational behavior scale (Table 3)

Table 3. Statistical Evaluation of Respondents' Perceptions of Trust as a Dimension of Organizational Behavior Using T-Values to Compare Mean Scores with the Normative Mean

Aspect of Organizational Behavior	Sample Size	Strongly Agree	Agree	Neutral	Mean Score	Std. Dev.	T-Value	Significance	Weight (%)	Rank	Rating
Trust exists between management and employees	116	69	15	2.51	0.63	11.26	***	83.50	7	High	

Trust is present among employees	140	19	41	2.50	0.81	8.60	***	83.17	8	High
Employees feel secure participating with colleagues without job loss concerns	130	44	26	2.52	0.72	10.28	***	84.00	5	High
Employees regularly share critical work-related information	120	32	48	2.36	0.84	6.03	***	78.67	9	High
Employees collaborate to share ideas for improving work processes	134	51	15	2.60	0.63	13.42	***	86.50	2	High
Employees take responsibility for enhancing performance without supervision	119	64	17	2.51	0.65	11.10	***	83.67	6	High
Employee motivation thrives without management interference	143	18	39	2.52	0.80	9.17	***	84.00	5	High
Relationships among employees reflect camaraderie and mutual support	142	53	5	2.69	0.52	18.74	***	89.50	1	High
Employees feel they receive their full rights without needing to demand them	134	42	24	2.55	0.70	11.11	***	85.00	4	High
Employees utilize their skills effectively to complete tasks	148	16	36	2.56	0.78	10.14	***	85.33	3	High
Overall Trust Domain	200	-	-	-	2.53	0.71	Normative Mean = 2	84.33	-	High

Description: Table 3 assesses respondents’ views on trust as a key aspect of organizational behavior. It compares mean scores to a normative mean of 2 using T-values to determine significance. Responses are categorized as Strongly Agree, Agree, and Neutral, with details on mean scores, standard deviations, T-values, significance levels (***) indicating high significance), relative weights (in percentage), ranks, and ratings (High). The overall mean score of 2.53 and a relative weight of 84.33% indicate strong perceived importance of trust in organizational behavior.

Organizational commitment (emotional and physical) as a dimension of the organizational behavior scale (Table 4)

Table 4. Statistical Evaluation of Respondents’ Perceptions of Organizational Commitment (Emotional and Physical) Using T-Values to Compare Mean Scores with the Normative Mean

Aspect of Organizational Behavior	Sample Size	Strongly Agree	Agree	Neutral	Mean Score	Std. Dev.	T-Value	Significance	Weight (%)	Rank	Rating
I enjoy discussing my role in the organization	119	61	20	2.50	0.67	10.41	***	83.17	4	High	
I view the organization’s challenges as my own	127	17	56	2.36	0.89	5.64	***	78.50	7	High	
I feel a sense of belonging to the organization	111	68	21	2.45	0.68	9.39	***	81.67	5	High	
I feel emotionally attached to the organization	121	64	15	2.53	0.63	11.83	***	84.33	2	High	
I believe employees should remain loyal to their organization	137	12	51	2.43	0.87	6.98	***	81.00	6	High	
I feel a moral duty to remain in my current role	123	62	15	2.54	0.63	12.07	***	84.67	1	High	
I feel limited in options if I were to leave my job	121	58	21	2.50	0.68	10.40	***	83.33	3	High	
I fear the consequences of leaving my job without an alternative	86	61	53	2.17	0.82	2.85	***	72.17	9	High	
I am reluctant to leave my organization even for a better opportunity	111	64	25	2.43	0.71	8.62	***	81.00	6	High	
Leaving my current role would come at a high personal cost	115	34	51	2.32	0.86	5.29	***	77.33	8	High	
Overall Commitment Domain	200	-	-	-	2.42	0.74	Normative Mean = 2	80.72	-	High	

Description: Table 4 evaluates respondents’ perceptions of emotional and physical commitment within the organizational behavior scale. It uses T-values to compare mean scores against a normative mean of 2. Responses are categorized as Strongly Agree, Agree, and Neutral, with details on mean scores, standard deviations, T-values, significance levels (***) indicating high significance), relative weights (in percentage), ranks, and ratings (High). The overall mean score of 2.42 and a relative weight of 80.72% reflect a high level of perceived organizational commitment.

*Problem identification as a dimension of the decision-making scale (Table 5)***Table 5.** Statistical Evaluation of Respondents' Perceptions of Problem Identification as a Dimension of Decision-Making Using T-Values to Compare Mean Scores with the Normative Mean

Aspect of Organizational Behavior	Sample Size	Strongly Agree	Agree	Neutral	Mean Score	Std. Dev.	T-Value	Significance	Weight (%)	Rank	Rating
I contribute to identifying workplace issues	116	70	14	2.51	0.63	11.52	***	83.67	3	High	
My supervisor involves me in ranking workplace issues by importance	141	17	42	2.50	0.82	8.53	***	83.17	4	High	
My supervisor consults me on prioritizing issues	148	19	33	2.58	0.76	10.70	***	85.83	1	High	
I share all relevant data about workplace issues	125	63	12	2.57	0.61	13.18	***	85.50	2	High	
I can handle workplace issues, regardless of their complexity	103	80	17	2.43	0.65	9.41	***	81.00	5	High	
Overall Problem Identification Domain	200	-	-	-	2.52	0.69	Normative Mean = 3	83.83	-	High	

Description: Table 5 assesses respondents' perceptions of problem identification within the decision-making scale. It compares mean scores to a normative mean of 3 using T-values to determine significance. Responses are categorized as Strongly Agree, Agree, and Neutral, with details on mean scores, standard deviations, T-values, significance levels (***) indicating high significance), relative weights (in percentage), ranks, and ratings (High). The overall mean score of 2.52 and a relative weight of 83.83% indicate strong engagement in problem identification.

*Alternative development as a dimension of the decision-making scale (Table 6)***Table 6.** Statistical Evaluation of Respondents' Perceptions of Alternative Development as a Dimension of Decision-Making Using T-Values to Compare Mean Scores with the Normative Mean

Aspect of Organizational Behavior	Sample Size	Strongly Agree	Agree	Neutral	Mean Score	Std. Dev.	T-Value	Significance	Weight (%)	Rank	Rating
I contribute to proposing suitable decision alternatives	130	24	46	2.42	0.84	7.06	***	80.67	3	High	
I help identify the advantages of each decision alternative	124	62	14	2.55	0.62	12.46	***	85.00	1	High	
I assist in identifying the drawbacks of each decision alternative	96	83	21	2.38	0.67	7.94	***	79.17	4	High	
I contribute to evaluating the outcomes of decision alternatives	122	59	19	2.52	0.66	10.96	***	83.83	2	High	
I help assess the alignment of alternatives with regulatory decisions	96	77	27	2.35	0.71	6.91	***	78.17	5	High	
Overall Alternative Development Domain	200	-	-	-	2.44	0.70	Normative Mean = 3	81.37	-	High	

Description: Table 6 evaluates respondents' perceptions of alternative development within the decision-making scale. It uses T-values to compare mean scores against a normative mean of 3. Responses are categorized as Strongly Agree, Agree, and Neutral, with details on mean scores, standard deviations, T-values, significance levels (***) indicating high significance), relative weights (in percentage), ranks, and ratings (High). The overall mean score of 2.44 and a relative weight of 81.37% reflect significant involvement in developing decision alternatives.

Conclusion

The study's findings show that the importance of organizational behavior within institutions was rated as high, with scores ranging between 2.34 and 3.00. Specifically, the confidence dimension of the organizational behavior scale also received a high rating within the same range. Similarly, the teamwork culture dimension was rated highly, indicating its strong presence

within the organizations studied. The management practices dimension reflected a high level as well. Furthermore, both emotional and physical organizational commitment, as measured by the scale, were rated high. In terms of decision-making, the problem identification dimension scored high, as did the control and follow-up dimension within administrative decision-making.

Based on these findings, the study recommends that organizational leaders adhere strictly to an ethical charter that binds all levels of staff, especially in the context of decision-making within charitable organizations. It also stresses the importance of including organizational behavior as a core subject in business administration and management programs at universities, given its practical relevance for future administrative leaders in the private sector. Enhancing participation in decision-making among members of boards of directors in civil and charitable societies in Saudi Arabia is another key recommendation. Additionally, the study advises reducing psychological and social pressures on board members during the decision-making process to foster better relations between employees and board members. Finally, it suggests placing greater emphasis on leadership relationships rather than merely administrative ones, as the former better supports achievement and performance effectiveness.

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