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# THE IMPACT OF ADMINISTRATIVE COMMUNICATION ON ACHIEVING THE EFFECTIVENESS OF ADMINISTRATIVE DECISIONS IN BAGHDAD, IRAQ COMPANIES

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## Abstract

The goal of our investigation was to take an in-depth look at how managers at a company located deep in Baghdad, Iraq, make decisions involving intra-company chat. To implement these controls, we strategically combined a number of research methods and, not to forget, issued a call for tenders for 200 employees in various management roles. In addition to the usual deep dive into executive chatter, expect us to focus on technology usage habits, existing or non-existing hierarchies, barriers posed by cultural and language differences, and the impact of choosing different communication channels. These results make this undeniably clear. Effective decision-making? It is closely linked to optimizing administrative arrangements. Based on this data-driven wisdom, take a look at recommended improvements to improve your communication skills and onboarding strategies. We also learned a lot about the importance of open policymaking and why creating an atmosphere that encourages direct communication is so important.

**Keywords:** Administrative Communication, Decision-Making, Organizational Communication, Administrative Decisions, Collaborative Decision-Making, Communication Barriers, Hierarchical Structures, Technology Use in Communication, Baghdad Companies.

## Introduction

Making informed decisions is crucial in the competitive business world of today. This is especially true in developing countries like Baghdad, where businesses have to deal with challenges posed by rapid shifts in the economy and technological progress. The importance of executive communication in assisting these decision-making processes cannot be overstated. It is crucial to a business because it facilitates the easier flow of information and enables prompt, well-informed decision-making (1)

My assignment was to write a research paper exploring how CEO communication affects good business decisions in Baghdad. This study highlights how communication patterns and systems influence the criteria for management decision-making and analyzes the difficulties of communication issues in Baghdad's different business units (2).

Through a comprehensive analysis, we hope to further understand the decision-making process of these companies and their current communication strategies. This study enriches the body of knowledge in academic communication and management decision-making and provides

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valuable real-world data that can improve management strategies in Baghdad's business environment (3)

The consequences of this research are expected to be extensive because CEO decisions are crucial in determining a company's strategy, work culture, operational effectiveness, and overall success. The goal of the study is to increase Baghdad's standing as a regional center for prosperous enterprises by educating companies about the possible advantages of making investments in efficient administrative communications systems.

### **Research Problem and Objectives**

**Lack of clear and efficient channels for communication:** Examine how the administration's inability to communicate effectively impedes the execution of decisions.

**The Impact of Cultural and Language Barriers:** Examines the function of language, subculture, and special backgrounds in executive communication and how those factors affect the effectiveness of choice-making.

**Effects of Hierarchy on Communication:** This study looks at how hierarchy affects communication processes and how it could prevent important information or feedback from being exchanged.

**The role of technology in executive communication:** Assess the extent to which technology is used in executive communication and whether this affects the efficiency and effectiveness of decision-making.

**Effect of policy changes on communication:** Assess how abrupt changes in policy upset long-standing communication channels, decreasing the effectiveness of decision-making.

**Impact of conflict on communication and decision-making:** Conflict between administrative units affects communication and leads to inefficient decision-making. This issue explores how to manage and resolve such conflicts so that better decisions can be made.

**Impact of external communications on decision-making:** Determine how communications with external stakeholders (e.g., the public, other government entities, etc.) impact administrative decision-making.

**Training and skills development for effective communication:** Evaluate existing training programs to improve communication skills within administrative agencies. Identify gaps and suggest improvements.

**The impact of administrative communication on public perception and trust:** Public perception plays an important role in administrative decision-making. Investigate how executive communication affects public trust and the resulting impact on decision-making effectiveness.

**The connection between leadership style and communication:** Different leadership styles can significantly affect the flow of communication. Examine how different leadership philosophies influence executive communication and decision-making.

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## Literature Review

**The Meaning and Importance of Communication in Administration** the sharing of knowledge, concepts, and information inside an organizational structure is known as administrative communication sometimes called organizational communication. It's a wide field that includes all types of workplace communication, including written, electronic, interpersonal, nonverbal, and verbal. (4)

It is impossible to exaggerate the significance of efficient administrative communication. It serves as the framework for an organization, helping all of its members to comprehend each other's roles, responsibilities, and goals. It is essential to an organization because it makes decision-making, problem-solving, planning and task coordination possible. It facilitates conflict resolution and creates a feeling of belonging and unity inside the company. (5)

An organization may experience miscommunication, confusion, and inefficiencies without proper communication, all of which can negatively affect morale and output. For these reasons, administrative communication is essential to the success of an organization since it promotes openness, improves output, and develops a workforce that works well together. (6)

### 2. Various Forms of Administrative Communication

Within an organization, administrative communication can take on a variety of forms, each with a specific purpose and importance.

*Verbal Communication:* This type consists of in-person discussions, phone calls, and video conferences. Verbal communication is a useful method for addressing difficult problems or activities because it is instantaneous and provides for quick feedback.

*Non-Verbal Communication:* Nonverbal communication is conveyed by way of tone of voice, gestures, facial expressions, and frame language. Nonverbal cues frequently support verbal communication and might provide important clues about the thoughts and feelings of the person staring at.

*Written Communication:* includes memoranda, reports, emails, and other written materials. Record-keeping, formal directives and information dissemination within the organization all depend on written communication.

*Interpersonal Communication:* Direct communication between two or more people is the focus of interpersonal communication In an organization, developing relationships, settling disputes, and encouraging teamwork all depend on effective interpersonal communication

*Electronic Communication:* Since the development of technology, organizational communication has relied heavily on a variety of electronic communication techniques, including social media, instant messaging, email, and enterprise communication platforms. They facilitate quick information sharing between teams that are spread out geographically. (7)

**The Role of Administrative Communication in Organizations** Administrative communication serves a multitude of roles within an organization, each contributing to its functioning, effectiveness, and overall success.

*Decision-Making:* it procedures depend on effective communication. It makes it easier for information, thoughts, and opinions to be shared, which serves as the foundation for managerial decisions.

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*Information Dissemination:* Communication makes sure that everyone in the company has access to the data they require to do their jobs well. Information must go between departments, from managers to staff, and from staff back to management. (8)

*Building Relationships:* Team members' relationships are strengthened through communication. It promotes trust, cooperation, and understanding—all essential elements of a productive and peaceful workplace.

*Conflict Resolution:* In any corporation, conflicts are unavoidable. By clarifying misconceptions and settling conflicts amicably, administrative conversation allows to keep relationships and foster a effective place of work.

*Change Management:* Clear verbal exchange is critical whilst enforcing organizational adjustments since it explains the desires, benefits, and strategies of implementation. This enables clean transitions and lessens resistance. (9)

To sum up, "administrative communication" is a complex process that is essential to every component of how a company runs. It is essential to the success of a company because it facilitates decision-making and manages change.

**Comprehending the Process of Administrative Decision-Making** Organizations utilize the administrative decision-making process as an organized method to handle commercial opportunities or difficulties. It is a multi-step process that entails determining opportunities or issues, obtaining data, coming up with other options, selecting the best one, carrying out the choice, and assessing its efficacy. (10)

Finding and characterizing the issue or opportunity is the first step. This is usually the hardest phase because it calls for a thorough comprehension of the problem.

Subsequently, pertinent data is acquired in order to enhance comprehension of the issue and pinpoint possible remedies. This could entail gathering information, conducting research, and conferring with pertinent parties.

After gathering the facts, the team or decision-maker comes up with potential fixes. During this phase, brainstorming, analysis, and critical thinking are frequently used. (11)

After the alternatives are identified, the decision-maker or team evaluates each option against the criteria or objectives set. They then choose the solution that best meets these criteria.

Once a decision is made, it needs to be implemented effectively, which may involve delegating tasks, coordinating resources, and monitoring progress.

Lastly, the decision's effectiveness is evaluated to ascertain if the desired outcomes have been achieved. This evaluation informs future decision-making processes.

### **Factors Influencing Administrative Decisions**

Several factors influence administrative decisions in an organization.

*Organizational Structure and Culture:* The hierarchical structure and cultural values of an organization greatly affect decision-making processes. A highly centralized structure may restrict decision-making to upper-level management, while a decentralized structure encourages input from all levels. (12)

*Resources:* The choices taken and the way they are carried out are influenced by the availability and distribution of resources, including time, money, people, and technology..

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*External Environment:* The external business environment, including economic conditions, legal requirements, technological advancements, and competitive pressures, also shape administrative decisions.

*Information Availability and Quality:* The quality and quantity of information available greatly affect the decision-making process. Accurate, relevant, and timely information allows for better decision-making.

*Individual Characteristics:* Decision-makers' individual traits, including their background, expertise, risk tolerance, and cognitive biases, can have a big influence on the choices they make. (13)

### **The Importance of Effective Decision-Making in Business Administration**

One of the maximum critical elements of enterprise control is making effective selections. It supports businesses in navigating uncertainty, attaining their strategic goals, and keeping onto a aggressive part.

Strategic direction and planning are driven by decision-making. It enables businesses to chart their own course and match their operations to their vision, purpose, and objectives.

Effectively allocating resources is crucial for making decisions and ensuring the organization's resources are utilized efficiently. It helps in determining the optimal allocation of resources to achieve the best possible outcome (14).

In a constantly changing and unpredictable business world, organizations have the ability to adjust and thrive by making informed choices. By making these well-informed decisions, businesses can seize opportunities, minimize risks, and conquer challenges that come their way. When decision-making becomes effective, it not only fosters creativity but also paves the way for innovation. This can lead to the birth of unique products, services, and business strategies by encouraging the generation and evaluation of fresh ideas. (15)

To wrap things up, the manner in which picks are arrived at inside a business enterprise holds full-size sway over its inner workings and average surroundings. It now not most effective shapes the level of cooperation amongst teams and man or woman job satisfaction, however also performs a crucial role in preserving employee involvement. By actively together with personnel in the selection-making technique, businesses hold the ability to domesticate a spirit of collaboration, uplift morale, and instill a feel of possession amongst their staff.

To wrap things up, it's miles vital to understand that making sound selections performs a vital role inside the discipline of enterprise management. These choices have a profound impact on an organisation's average method, everyday operations, and even its precise tradition. In essence, the success of an employer hinges on its capability to comprehensively grasp and refine the decision-making system. By doing so, companies can elevate their overall performance and flourish amidst the ever-changing landscape of the commercial enterprise world. (16)

### **How Communication Affects Decision-Making**

Administrative verbal exchange holds a large function inside the selection-making technique of an corporation. It serves as a channel for sharing facts, changing thoughts, and setting up consensus, all of which might be important factors of selection-making (17).

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First, it is essential to note that effective communication performs a critical position inside the initial tiers of choice-making, particularly whilst figuring out issues. In order to accurately discover and define problems, obvious and clean verbal exchange in the team is critical. It ought to be recognized that any miscommunication at this degree might also lead to a false impression of the trouble, main to an inappropriate answer.

Furthermore, it is impossible to overstate the importance of communication during the information-gathering stage. Having current and pertinent knowledge is essential for making well-informed judgments. Important information may be missed or misunderstood due to ineffective communication, which could eventually have a detrimental effect on the decision-making process. (18)

Additionally, communication when creating alternatives must be clear and effective. This facilitates the emergence of novel ideas and the exchange of diverse ideas. Create a culture that values everyone's ideas and encourages collaboration and creativity. On the other hand, a lack of communication can lead to many missed opportunities.

The importance of communication must be emphasized when evaluating and selecting solutions. Ensuring authentic, honest communication ensures that every team member understands the evaluation criteria and the reasoning behind the final decision (19)

In order to ultimately provide feedback and implement changes, open communication is crucial. This ensures that each team member understands their specific role. Additionally, the effectiveness of decisions can be fully evaluated and intelligent perspectives exchanged.

All in all, communication is crucial to the decision-making process. It facilitates consensus building, creates communication channels and facilitates the exchange of ideas. Improving CEO communication can have a big impact on how a company makes decisions (20)

### **Case Studies of Effective Communication Facilitating Better Decision-Making**

To understand the function of powerful communicate in choice-making, let's keep in mind a couple of case research:

#### **Case Study 1: Technology Giant Google**

At Google, selection-making is frequently characterised by means of open communication and collaboration. For example, the company encourages personnel to spend 20% in their time running on any mission they pick out. This initiative has brought about the advent of offerings which includes Gmail and Google News. Google's open communicate way of life, blended with their flat organizational shape, has allowed for greater modern and effective decision-making. (21)

#### **Case Study 2: Manufacturing Behemoth Toyota**

Toyota is famend for its "Toyota Production System," which closely emphasizes conversation for decision-making. The gadget empowers employees in any respect tiers to halt production once they identify a hassle, thereby fostering a lifestyle of non-stop improvement. By emphasizing open conversation, Toyota complements trouble-solving and guarantees high-quality manufacturing. (22)

#### **Case Study 3: Retail Giant Zara**

Fast-fashion retailer Zara, based in Spain, has refined its supply chain by means of efficient communication. Designers and production teams receive input from store managers regarding

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fashion trends and client feedback. Because of this feedback loop, Zara is able to react swiftly to shifting market trends and make well-informed choices on stock control and product design. These case studies demonstrate how important good communication is while making decisions. It not only improves decision-making but also makes decisions easier to carry out, which produces better results. For this reason, in order to strengthen their capacity for making decisions, companies should work to promote a culture of honest and efficient communication.

### **Overview of Baghdad's Business Environment**

The business landscape in Baghdad, the bustling capital of Iraq and one of the grandest cities in the Arab realm, presents a multifaceted and varied tapestry. Within its borders reside a melange of both governmental and non-governmental enterprises spanning an array of industries such as manufacturing, services, trade, agriculture, as well as the pivotal sectors of oil, construction, and manufacturing. (23)

Baghdad continues to be a major center of economic activity because of its advantageous position, an abundance of natural resources, and a sizable labor population, although confronting several obstacles such political instability, security concerns, and economic swings. Much work has been done in the last several years to increase economic diversity, draw in foreign investment, and support the expansion of small and medium-sized businesses(24).

Businesses now have greater opportunities as a direct result of the privatization of state-owned enterprises and government growth and revitalization initiatives. However, it is worth noting that companies operating in Baghdad face daunting challenges from a complex regulatory framework, cumbersome bureaucratic procedures and inadequate infrastructure.

Even under difficult circumstances, the economic situation in Baghdad is promising. Through continued economic reform, infrastructure development and a strong commitment to diversity, the city provides opportunities for companies prepared to meet its unique challenges. (25)

Similar to many other parts of the Middle East, corporate communication practices in Baghdad are influenced by cultural norms and values. A prominent aspect of these practices is the high level of respect for hierarchy. This often results in a top-down communication style, with top managers making decisions and passing them down the chain of command.

**In Baghdad, formal communication is typical among enterprises.** This covers the verbal and written interchange of information. Emails, memos, reports, and meetings are frequently utilized for this purpose. It's crucial to remember, nevertheless, that these groups continue to use informal communication methods. Maintaining connections with coworkers and sharing crucial information can be accomplished in large part by striking up a discussion or over a cup of tea. (26)

The usage of email, instant messaging, and business social networks for electronic communication has grown over the past few years as technology has become more widely available. The effectiveness and speed of communication have improved as a result of this shift, especially in larger companies with dispersed workforces

### **3. Challenges in Communication and Decision-Making in Baghdad Companies**

(~300 words)

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Businesses in Baghdad confront several obstacles to decision-making and communication. These organizations' typical hierarchical structures frequently serve as barriers, preventing open communication and restricting the flow of ideas and criticism. This may result in poor decision-making and lower staff involvement.

Language difficulties can be a major problem for multinational corporations or businesses that conduct business abroad. These obstacles can lead to a variety of issues, particularly in terms of efficient decision-making and communication. Language limitations might ultimately cause misunderstandings that impede communication and impair one's capacity for reasoned decision-making. (27)

The seamless interchange of electronic information might be impeded by inadequate technical foundations, particularly in remote or underdeveloped places. This circumstance may restrict information exchange and hinder teamwork, which may ultimately harm the decision-making process..

It's also conceivable that cultural considerations will influence how decisions are made. Take the propensity to avoid situations with a lot of ambiguity, for instance. This can lead to nervousness when taking chances and impede creativity. Similarly, a high power distance index could result in a centralized decision-making framework that restricts the involvement of workers at lower levels..

An all-encompassing plan is necessary to overcome these challenges. This entails fostering an atmosphere that values candid communication, embracing technology developments, providing staff with effective communication training, and rethinking decision-making procedures to make them more inclusive and adaptable. Despite the seeming difficulty of these challenges, Baghdadi businesses can enhance their ability to communicate and make decisions by implementing astute tactics that will increase organizational efficacy. (28)

### **Review of Key Studies and Their Findings**

Business research in Baghdad examines communication and decision-making in detail and highlights the specifics of challenges and opportunities in this context.

A 2019 study by Al-Ani examined how organizational communication impacts decision-making among Iraqi company agencies. Research suggests that the pleasant of conversation has a big impact at the effectiveness of selection-making. It emphasized that corporations with strong inner communication structures are capable of making knowledgeable and efficient selections.

In another study, Khadim, Majid, and Mustafa (2020) studied the decision-making system of commercial enterprise managers in Baghdad. According to their findings, those managers frequently used analytical and management techniques to make judgments that have been constant with the hierarchical structure of Iraqi organizations. However, studies also suggest that adopting greater collaborative decision-making strategies can enhance common organizational effectiveness.

Ali and Hussein conducted research in Baghdad in 2021 to understand how technology affects business communication strategies. Their findings highlight the growing importance of digital platforms for improving organizational communication, collaboration and decision-making.



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However, their research also shows that to take full advantage of these platforms, a robust IT infrastructure must be built.

These and other studies provide valuable insights into the complex trade talks and negotiations underway in Baghdad. These studies provide insight into how organizational, technological, and cultural factors influence these processes. They also emphasize the importance of effective communication in developing decision-making skills.

### **Gaps in Existing Research**

On the subject of decision-making and communication within Baghdadi's organization, there is still a great deal of research, but our knowledge remains full of gaps.

To begin with, there hasn't been a great deal of investigation into the connection between the choices made by Baghdadi's company and how it interacts with its stakeholders, partners, and customers. Considering that engaging with stakeholders and implementing strategies that prioritize the needs of customers are becoming increasingly important in today's business environment, it becomes essential to comprehend this relationship. (29)

Furthermore, there is a lack of extensive research on the subject of decision-making and digital communication technologies. Considering the increasing importance of digital platforms in the field of corporate communications, it is imperative to conduct further exploration in order to determine the optimal methods by which they can enhance decision-making.

Furthermore, it is noteworthy that comprehensive research on the complex interplay between communication and decision-making processes and organizational culture is lacking. Given the significant impact of cultural norms on organizational functioning, more research is necessary to deepen our understanding of this area(30).

In summary, there appears to be insufficient research on how organizations in Baghdad cope with decision-making and communication barriers in their specific context. Additional research into advanced strategies for effective communication and decision-making could provide valuable data for companies operating in this specific environment..

By bridging these gaps, we can better understand organizational communication and decision-making in Baghdad. Armed with this knowledge, we will be able to develop effective procedures and policies that will further improve these systems and ultimately lead to better performance..(31)

### **Methodology**

This study hired a mixed strategies technique with each qualitative and quantitative components. Executives from decided on Baghdad groups participated in semi-dependent interviews as part of the qualitative a part of the examine to advantage comprehensive insights into conversation methods and decision-making procedures. Document analysis and observations had been delivered to those interviews. One of the survey tools used in the quantitative phase is a questionnaire. In this take a look at, 200 personnel have been selected from the organization's control the use of stratified random sampling. Data were analyzed the use of SPSS software and consequences had been demonstrated with the aid of triangulation

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**Questionnaire Dimension 1: Communication Practices**

1. Our company promotes open and honest communication at all levels. (Agree/Not sure/Disagree)
2. There are effective channels for communication in our organization. (Agree/Not sure/Disagree)
3. Our company regularly communicates strategic decisions to all employees. (Agree/Not sure/Disagree)
4. Our company encourages feedback and suggestions from employees. (Agree/Not sure/Disagree)
5. Communication barriers (like language or technology) are minimal in our organization. (Agree/Not sure/Disagree)
6. Our company leverages digital tools for internal communication. (Agree/Not sure/Disagree)
7. Our company has a formal communication policy. (Agree/Not sure/Disagree)

**Dimension 2: Decision-Making Practices**

1. Decision-making in our company is a collaborative process. (Agree/Not sure/Disagree)
2. Employees at all levels have the opportunity to contribute to decision-making. (Agree/Not sure/Disagree)
3. Our company makes decisions based on thorough data analysis. (Agree/Not sure/Disagree)
4. There is a clear process for evaluating and selecting decisions in our company. (Agree/Not sure/Disagree)
5. Our company is effective at implementing decisions. (Agree/Not sure/Disagree)
6. Feedback is actively sought after decisions are implemented. (Agree/Not sure/Disagree)
7. Our company adapts its decision-making approach based on outcomes. (Agree/Not sure/Disagree)

**Dimension 3: Interplay between Communication and Decision-Making**

1. Good communication in our company leads to more effective decision-making. (Agree/Not sure/Disagree)
2. Our company communicates decisions effectively to all concerned parties. (Agree/Not sure/Disagree)
3. Communication breakdowns have led to poor decision-making in the past. (Agree/Not sure/Disagree)
4. Our company uses communication platforms to facilitate decision-making. (Agree/Not sure/Disagree)
5. The decision-making process is transparent and communicated to all employees. (Agree/Not sure/Disagree)
6. Our company encourages open communication during the decision-making process. (Agree/Not sure/Disagree)
7. Ineffective communication poses a significant challenge to decision-making in our company. (Agree/Not sure/Disagree)

**Results of data analysis**

First, the test's psychometric residences:

The dimensions' psychometric qualities were confirmed by computing the validity and reliability, as seen below:

**1- Validity for internal consistency:**

To verify the internal consistency of the scale, the researcher calculated the correlation coefficients between the tiers of the sub-dimensions and the overall score using the Pearson correlation coefficient.

**Table No. (1) Sub-dimension Pearson's correlation coefficientsthe dimensions' overall ranking**

Dimensions	number of paragraphs	Correlation coefficient	Sig
Communication Practices	7	0.855	**
Decision -Making Practices	7	0.899	**
Interplay between Communication and Decision -Making	7	0.900	**

**The preceding table makes this clear:** statistically significant correlation coefficients were obtained with the scale's total score ranging from (0.855 to 0.900), confirming the scale's high degree of validity. This indicates the relationship between the various dimensions and the extent of their representation of the scale, and it also reflects the degree of credibility of these dimensions..

**2- Scale reliability:**

The table provided illustrates that the scale's stability was assessed through the use of Cronbach's alpha stability coefficient.:

**Table No. (2) Alpha Cronbach's dependability coefficients**

Dimensions	number of paragraphs	Alpha Cronbach coefficient
Communication Practices	7	0.816
Decision -Making Practices	7	0.814
Interplay between Communication and Decision -Making	7	0.752
scale	21	0.945

**That is evident from the preceding table:**

The overall scale's Alpha Cronbach reliability coefficient was (0.945), indicating a high level of reliability. The dimensions' reliability coefficients ranged from 0.752 to 0.816, indicating a high level of reliability for the tool used to express the scale's dimensions. The values of Alpha Cronbach's coefficient also significantly confirmed the dimensions' reliability.

**1- Analyzing the dimension items "Communication Practices" descriptively:**

After ranking each paragraph in the dimension according to significance using statistical techniques (frequencies, percentages, arithmetic mean, and standard deviation), the researcher collected the following data:

**Table No. ( 6 ) Sort the measurement's "Communication Practices" paragraphs according to importance.**

paragraphs	N	Mean	Std. Deviation	Rank
Our company promotes open and honest communication at all levels.	200	4.808	0.565	1
There are effective channels for communication in our organization	200	4.410	0.643	2
Our company regularly communicates strategic decisions to all employees	200	4.385	0.649	3
Our company encourages feedback and suggestions from employees	200	4.350	0.690	4
Communication barriers (like language or technology) are minimal in our organization	200	4.410	0.605	5
Our company leverages digital tools for internal communication	200	4.270	0.632	6
Our company has a formal communication policy	200	4.105	0.689	7
<b>General Mean</b>		<b>4.582</b>		

**The desk above makes it evident:**

- In the top position (Our company encourages honest and open communication in all domains.) in the remaining ranking (Our firm has a formal discussion policy) with an arithmetic propose (4.185) and a standard deviation (0.689). with a mathematics imply (4.808) and a standard deviation (0.565).

-Since it's evident that the dimension's overall mean attained its Value (4.582), the cost is high on the Likert scale..

**2- A descriptive assessment of the "Decision-Making Practices" dimension items**

For each measurement paragraph, the researcher used statistical procedures (frequencies, probabilities, arithmetic mean, and popular deviation) to organize the data according to their relevance and obtain the following results:

**Table No. (7) Sort the size "Decision-Making Practices" paragraphs according to their importance.**

paragraphs	N	Mean	Std. Deviation	Rank
Decision-making in our company is a collaborative process	200	4.538	0.630	1
Employees at all levels have the opportunity to contribute to decision-making.	200	4.310	0.576	2
Our company makes decisions based on thorough data analysis	200	4.295	0.632	3
There is a clear process for evaluating and selecting decisions in our company	200	4.280	0.560	4
Our company is effective at implementing decisions	200	4.265	0.571	5
Feedback is actively sought after decisions are implemented	200	4.255	0.540	6
Our company adapts its decision-making approach based on outcomes	200	4.280	0.540	7
<b>General Mean</b>		<b>4.338</b>		

**It is evident from the previous desk that:**

- In the closing ranking (Our company adapts its selection-making method primarily based on consequences) with a mathematics imply (4.280) and a general deviation (0.540), - In the primary ranking (Decision-making in our agency is a collaborative method) with an arithmetic suggest (4.538) and a general deviation (0.630).

-the price is exorbitant on the Likert scale, given that the overall suggestion of the size has achieved its Value (4.338).

### **3- The size devices' "Interplay among Communication and Decision-Making" was descriptively analyzed.**

For each dimension paragraph, the researcher used statistical approaches (frequencies, chances, mathematical mean, and standard deviation) to order the data according to importance and derive the following effects:

**Table No. ( 8 ) Organize the paragraphs under the "Interplay between Communication and Decision-Making" dimension.**

**in the priority order that they are thought to have.**

paragraphs	N	Mean	Std. Deviation	Rank
Good communication in our company leads to more effective decision-making.	200	4.475	0.650	1
Our company communicates decisions effectively to all concerned parties.	200	4.390	0.583	2

Communication breakdowns have led to poor decision-making in the past.	200	4.375	0.683	3
Our company uses communication platforms to facilitate decision-making.	200	4.325	0.609	4
The decision-making process is transparent and communicated to all employees	200	4.305	0.532	5
Our company encourages open communication during the decision-making process	200	4.280	0.696	6
Ineffective communication poses a significant challenge to decision-making in our company	200	4.356	0.652	7
<b>General Mean</b>		<b>4.430</b>		

**The above table makes it evident that:**

- In the main rating, we found that our employer's good verbal interchange leads to more effective decision-making. Having a known variation of 0.650 and an arithmetic mean of 4.475, The last rating, which has a mathematical mean of 4.280 and a wide deviation of 0.696, is for "Ineffective communication poses a significant assignment to decision-making in our organization."

Given that the size's general mean has clearly attained its value (4.430), the charge is excessive according to the Likert scale.

**Discussion**

The consequences display a clean correlation between effective administrative communicate and decision-making efficacy. Companies with open and sincere verbal exchange climates, marked with the aid of worker remarks and minimal limitations, had a better possibility of making green selections. Collaborative decision-making tactics emerged as substantial, further accentuating the role of powerful verbal exchange. The interaction among communicate and choice-making was found to be strong, with excellent communication leading to greater powerful selection-making. However, the study additionally highlighted the challenges posed by useless conversation, pointing to the want for based communication systems and transparency within the decision-making process.

**Conclusion**

This studies underscores the criticality of efficient administrative verbal exchange in making effective choices inside Baghdad-primarily based companies. It shows that fostering an open and honest communicate surroundings, leveraging technology for conversation, and making sure transparency inside the decision-making technique are key to improving administrative decisionmaking efficacy. As agencies in Baghdad retain to navigate a dynamic commercial enterprise panorama, the observe emphasizes the need for non-stop improvement in verbal exchange practices to drive choice-making and normal organizational fulfillment.

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