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دور القوة التنظيمية في تعزيز جودة اتخاذ القرار: دراسة تحليلية لآراء عينة من العاملين في جامعة المعارف الاهلية.

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المستخلص:

الهدف الاساسي للبحث هو التعرف على الدور الذي تلعبه القوة التنظيمية في تعزيز جودة اتخاذ القرار لدى عينة من العاملين في جامعة المعارف الاهلية، وتمثلت ابعاد القوة التنظيمية بأربعة ابعاد هي (القوة الشرعية، قوة الخبرة، قوة المكافأة، قوة المرجعية) بينما جودة اتخاذ القرار تكونت من بعدين هما (فاعلية اتخاذ القرار، وجودة اتخاذ القرار)، واستخدم الباحثين المنهج الوصفي من خلال استطلاع أراء عينة البحث بصدد كل من القوة التنظيمية وجودة اتخاذ القرار، ولغرض اعداد الجانب العملي للبحث اعتمد الباحثين على الاستبيان كإدة لجمع البيانات و تحليلها، اذ تم توزيع (75) استبانة، الا أن المسترجع الصالح للتحليل الاحصائي هو(66) استبانة، والمفقود منها غير صالحة للتحليل (9) استبانات بسبب عدم اكتمال الإجابات، ووجود نمط إجابة غير صالحة ، وتم استخدام البرنامج الاحصائي (SPSSV25) لاستخراج نتائج البحث، وتوصل البحث الى العديد من الاستنتاجات اهمها وجود علاقة ارتباط معنوية بين القوة التنظيمية وجودة اتخاذ القرار في جامعة المعارف الاهلية، وقد جاءت هذه نتيجةٍ لحاجة الجامعة وملاكها الى جودة اتخاذ القرار، وأهم توصية ان تهتم جامعة المعارف الأهلية بقيادتها من خلال استقطاب وجذب الافراد والقادة الجيدين دون الاعتماد على العلاقات الشخصية والمحسوبية في اختيارهم.

الكلمات المفتاحية: القوة التنظيمية، جودة اتخاذ القرار، جامعة المعارف الاهلية.

The role of organizational power in enhancing the quality of decision-making: an analytical study of the opinions of a sample of employees at Al-Ma'arif University Eligibility

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Abstract

The primary objective of this study is to examine the role of organizational power in enhancing decision-making quality among employees at Al-Ma'arif Private. Organizational power was measured across four dimensions: (legitimate power, expert power, reward power, and referent power), while the quality of decision-making consisted of two dimensions: (decision-making effectiveness and decision-making quality). The researchers employed a descriptive approach by surveying the research sample regarding both organizational power and decision-making quality. To carry out the practical aspect of the study, the researchers relied on a questionnaire as a tool

for data collection and analysis; (75) questionnaires were distributed, however, only (66) were valid for statistical analysis; (9) questionnaires were excluded from analysis due to incomplete responses or invalid answer patterns, The statistical software SPSS V25 was used to analyze the research results. The study reached several conclusions, the most important of which was the existence of a statistically significant correlation between organizational power and the quality of decision-making at Al-Ma'arif Private University. This result stems from the need of the university and its leadership for high-quality decision-making. The most important recommendation is that Al-Ma'arif Al-Ahliya University focus on its leadership by recruiting and attracting qualified individuals and leaders without relying on personal connections or favoritism in their selection.

Keywords: Organizational power, quality of decision-making, Al-Ma'arif Private University.

Introduction:

Organizational power is a fundamental factor in explaining university performance; it determines the type, pattern, and mechanisms of decisions made by universities. Organizational power is a source of influence that leaders exert over their subordinates and peers in the workplace, It is a fundamental aspect of private universities in general and Al-Ma'arif Private University in particular, and it is one of the most prominent concepts in management theory. It is social in nature, linked to individuals and the relationships between them; it is not absolute but rather variable, that is, it changes with changing circumstances and leaders. It is the driving force behind university operations, and without it, work cannot be carried out properly. Interest in the concept of organizational power and its role in private universities has grown among many researchers, and private universities have utilized it to achieve their goals, as it has become a positive and distinctive feature of contemporary private universities and one of the fundamental pillars of their success. The success of management depends on its ability to coordinate the efforts of its staff to achieve its goals efficiently and effectively, and this cannot be achieved without the university possessing organizational power. Organizational power is one of the fundamental elements that management uses to ensure high-quality decision-making. Given the changing environmental conditions, the ability of private universities to adapt quickly and make high-quality decisions is crucial to their success, enabling them to distinguish themselves from other universities through their high-quality decision-making.

Private universities cannot operate without organizational power, as they seek to achieve their goals in an academic environment characterized by scarce resources and uncertainty; indeed, private universities' need for Organizational power increases if they wish to excel and gain a competitive advantage. The stronger private universities are, the better they can manage their resources, overcome the challenges of uncertainty, and secure a better position for themselves relative to their competitors.

The quality of decision-making refers to the ability of private universities to make sound and accurate decisions, whether made individually, collectively, or through consultation. Private universities rely on high-quality information for decision-making, High-quality decision-making depends on the quality of the data and

information provided by the private university to achieve its objectives correctly, as decision-making is a fundamental aspect of human life and work. This has led decision-making to focus on concrete factors in order to obtain more relevant results characterized by high quality and accuracy.

The study was divided into four sections: the first section covers the research methodology and some previous studies; the second section covers the theoretical aspects of the research variables; the third section covers the practical aspects; and the fourth section covers the conclusions and recommendations.

The First Axis: Research Methodology

First: Research Problem:

Most authors and researchers assert that the present is radically different from the past—whether in terms of the environment, technology, or the intellectual and leadership skills that private universities must possess— and this, in turn, has influenced the intellectual discourse currently taking place. The quality of administrative decision-making is considered one of the most important and prominent fundamental components of successful management, as it serves as the linchpin of the administrative process across all organizational levels of private universities. The success of any university depends to a large extent on the quality and effectiveness of the decisions made by its leaders. Consequently, leaders of private universities must possess organizational power. Leaders and their intellectual capabilities form the foundation. for the success of universities, particularly private universities. No matter how diverse universities may be, their challenge lies in how to arrive at strong, distinctive, and high-quality decisions; The concept of organizational power has become an essential requirement for universities that wish to survive in the current, ever-changing environment. Rapid change and the emergence of new private universities have posed a challenge for the university under study in terms of how to adopt effective and distinguished strategies to ensure its survival and continuity. The focus of this study is on analyzing the realities of private universities, including the subject of this study—Al-Ma'arif Private University—which came to the researcher's attention due to the scale of the tasks entrusted to this institution. The researcher believes that the quality of decision-making requires further efforts given the university's weak leadership capabilities and limited staff resources. Consequently, the research problem emerged from the university's current needs. There is a clear gap between the university's current situation and its desired state. In light of these facts, the researcher sees the need to foster interaction among individuals for decision-making by recognizing the importance of organizational power in all its dimensions and the extent of its impact on the quality of decision-making at the university under study. The features of the field problem are clarified through the following questions:

1. What is the level and scope of organizational power at Al-Ma'arif Private University?
2. What is the level of decision-making quality and its dimensions at Al-Ma'arif Private University?
3. What is the nature of the relationship between organizational power and decision-making quality at Al-Ma'arif Private University?

4. What is the nature of the impact of organizational power on decision-making quality at Al-Ma'arif Private University?

Second: Research Objectives:

This study aims to achieve several objectives, namely:

1. To construct a conceptual framework for the research variables (organizational power and decision-making quality).

2- To assess the current level and dimensions of organizational power at Al-Ma'arif Private University.

3- To assess the current level and dimensions of decision-making quality at Al-Ma'arif Private University.

4- To identify the nature and strength of the correlation and influence between organizational power and decision-making quality at Al-Ma'arif Private University and to interpret them statistically.

Third: Significance of the Research:

The significance of this study lies in its examination of organizational power and decision-making quality. Organizational power refers to the intellectual and individual capabilities possessed by university leaders to make high-quality decisions. For Al-Ma'arif Private University, organizational power is a fundamental element in ensuring that decisions are of a high standard and stand out compared to those of other private universities. Organizational power is a key factor in explaining the performance of private universities, as it is one of the most important aspects of university life due to its impact on the effectiveness of private universities, their decisions, and their strategic direction. Understanding Organizational powers crucial for defining and clarifying the direction of Al-Ma'arif Private University's operations. The importance of this research is further highlighted by demonstrating the impact of Organizational power on enhancing the quality of decision-making, thereby enabling Al-Ma'arif Private University to make high-quality decisions at the lowest possible cost. The decisions made by universities have a significant impact on them, for the higher the quality of a decision, the more successfully universities will fulfill their duties and missions as required. The vitality of private universities is closely linked to the effectiveness and efficiency of the decisions they make, and the practical importance of this is highlighted by shedding light on organizational power and the quality of decision-making at Al-Ma'arif Private University, as the present study represents a modest contribution to previous research, allowing the findings of this study to be utilized should an effect of Organizational power on the quality of decision-making at Al-Ma'arif Private University be identified.

Fourth: Research Hypotheses:

Within the framework of the research problem and its objectives, the following research hypotheses were formulated:

First Main Hypothesis:H1: There is a statistically significant correlation between organizational power—in all its dimensions—and the quality of decision-making at Al-Ma'arif Private University. The following hypotheses stem from this:

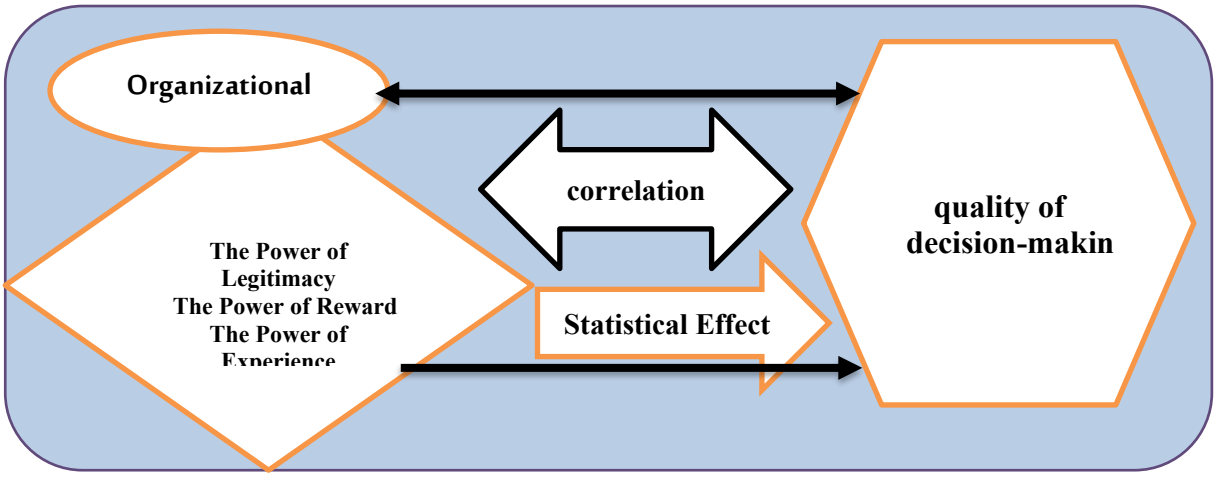
1- **H1a:** There is a significant correlation between the power of legitimacy and the quality of decision-making.

2- **H1b**: There is a significant correlation between the power of reward and the quality of decision-making.
3- **H1c**: There is a significant correlation between the power of expertise and the quality of decision-making.
4- **H1d:** There is a statistically significant correlation between referent power and the quality of decision-making.
Second Main Hypothesis:H2: There is an effect relationship between organizational power and its dimensions on the quality of decision-making at Al-Ma'arif Private University, from which the following hypotheses are derived:
1- **H2a:** There is a statistically significant effect relationship between legitimacy power and the quality of decision-making.
2- **H2b:** There is a statistically significant causal relationship between the power of reward and the quality of decision-making.
3- **H2c:** There is a statistically significant causal relationship between the power of experience and the quality of decision-making.
4- **H2d:** There is a statistically significant causal relationship between the power of reference and the quality of decision-making.

Fifth: Hypothesis Diagram:

In order to provide and construct a conceptual framework that clarifies and illustrates the research hypotheses, a hypothesis diagram was prepared to clarify the research hypotheses and show the relationship and influence between the variables, as shown in Figure 1:

Figure (1) Hypothetical Research Diagram



Source: Compiled by researchers

Sixth: Methods of Data and Information Collection:

To develop the theoretical framework, the researcher relied on online resources, journals, theses, and research papers available in Arabic and English. Regarding the practical aspect, a questionnaire was used as the primary tool for conducting this research, and the research variables were measured as shown in Table (1):

Table (1) illustrates the measurement of the research variables.

Key variables	Subdimensions	Number of questions	The measure
Organizational power	The Power of Legitimacy	5	(Al-Kanaan et al, 2020)
	The Power of Reward	5	
	The Power of Experience	5	
	The Power of Authority	5	
quality of decision-making	Decision-Making Effectiveness	5	(Shamim,2011)
	Decision-Making Efficiency	5	(Nisar et al, 2020)

Source: Compiled by researchers

Seventh: Population and Research Sample

The research sample consisted of employees at Al-Ma'arif Private University. A total of 75 questionnaires were distributed; however, nine were invalid for statistical analysis was (9), representing (12 %) percent, due to incomplete responses and the nature of the sample, which was a simple random sample, as shown in Table 2.

Table 2 shows the demographic variables of the study

NO.	Variables	Number	Percentage (%)
Gender	Male	50	75.75
	Female	16	24.25
Total		66	100%
Age	31–40 years old	12	18.18
	41–50 years old	40	60.60
	51 years old and older	14	21.22
Total		66	100%
Academic Qualification	Doctorate	16	24.24
	Master's	42	63.64
	Bachelor's	8	12.12
Total		66	100%
Academic Title	Professor	12	18.18
	Assistant Professor	17	25.76
	Assistant Professor	19	28.78
	Assistant Lecturer	10	15.15
	No academic Rank	8	12.12
Total		66	100%
Years of Service	Five years or less	6	9.09
	6–10 years	15	22.74
	11–15 years	34	51.51
	16–20 years	11	16.66
Total		66	100%

Source: Compiled by researchers

The table above shows that the number of males was 50, representing 75.75 percent, while the number of females was 16, representing 24.25 percent. This indicates that the number of male employees exceeded the number of female employees at the university under study. As for the age group, the 41–50 age group had the highest percentage at 60.60%, with 40 individuals, followed by the age group "51 years and older" with a percentage of 21.22 and a total of 14 individuals. The age group "31–40 years" ranked last, with a percentage of 18.18 and a total of 12 individuals. This indicates that Al-Ma'arif Private University relies on experienced and skilled individuals to carry out its work. As for educational qualifications, master's degrees accounted for the largest percentage at 63.64%, with 42 individuals, followed by doctoral degrees at 24.24%, with 16 individuals, Bachelor's degree holders ranked last, with a percentage of 12.12 and a total of 8 individuals. This indicates that there are more master's degree holders at the private university in question than there are doctoral and bachelor's degree holders. As for academic titles, the title of "Lecturer" accounted for 28.78% of the total, with 19 individuals holding this title. Next were those holding the title of "Assistant Professor," numbering 17 individuals and accounting for accounting for 25.76%, followed by those holding the title of "Professor," who accounted for 18.18%.of the total and numbered 12; and finally, those holding the title of "Assistant Lecturer," who numbered 10 and accounted for 15.15% of the total. In last place were those without an academic degree who hold a bachelor's degree; their number was (8), representing (12.12) percent. This indicates a slight disparity among those holding academic titles at the college in question. As for years of service, the number of those with five years or less was 6, representing 9.09 percent; those with 6–10 years of service numbered 15, representing 22.74 percent; those with 11–15 years of service numbered 34, representing 51.51 percent; and those with 16–20 years of service numbered 11, representing 16.66 percent.

Eighth: Assessing the Validity and Reliability of the Questionnaire:

Table (3) illustrates the validity and reliability of the questionnaire, based on Cronbach's alpha, which measures the consistency of the scale items as a whole. The value of Cronbach's alpha ranges from (0 – 1). The value should be at least 0.70 for internal consistency to be considered acceptable. Since all the values in the table below exceed 0.70, this indicates the presence of internal consistency among the items across the research variables and their dimensions.

Table (3): shows the validity and reliability tests

Search variables	Cronbach's Alpha
The Power of Legitimacy	**0.938**
The Power of Reward	**0.923**
The Power of Experience	**0.965**
The Power of Authority	**0.903**
Organizational power	**0.932**
Decision-Making Effectiveness	**0.918**
Decision-Making Efficiency	**0.921**
quality of decision-making	**0.919**

Source: Compiled by researchers

Ninth: Some Previous Studies

1-Some studies on organizational power and the quality of decision-making:

A- Study: (Alapo, 2018)

(Organizational Power Policies and Leadership Experiences in the Display and Use of Power in Organizations)

The study aimed to examine organizational power policies. A descriptive-analytical approach was used, and a questionnaire served as the primary data collection tool. The study was conducted on 50 women, aged between 35 and 50, who hold leadership positions in an organization working to increase the number of women in managerial and leadership roles in Nigeria. When asked to describe one of the sources of power, some of the responses indicated that power is viewed as an achievement that enables discipline, control, reliability, and the ability to achieve results and complete tasks. The sources of power allow participants to showcase their talents, skills, professionalism, hard work, and dedication, as well as their ability to take on responsibility, build trust and relationships with supervisors and subordinates, and earn the respect of leaders—which is an asset of power for many—as well as the opportunity to motivate subordinates to develop their own staff. As an asset, power enables the achievement of clearer goals through well-considered decision-making and active listening, which enables some participants to establish a long-term vision and goals, solve problems, build self-confidence, gain in-depth knowledge of the business and organizational environment, and generate returns for stakeholders.

B- Study: (Nisar et al, 2020)

(Big Data Management and Environmental Performance: The Role of Big Data Decision-Making Capabilities in Decision Quality)

This study aims to examine the role of big data decision-making capabilities in decision-making quality and environmental performance among public and private hospitals in China, and to investigate the moderating effect of big data governance. The study targeted administrative staff (IT experts and executives) in hospitals. A questionnaire was used to collect data, and the study sample consisted of 752 respondents—374 from public hospitals and 378 from private hospitals. The most important conclusion is that big data has the potential to be a game-changer in effective decision-making and improving environmental performance in the healthcare sector. The most important recommendation is for hospital management to provide guidance to staff to enhance their big data capabilities and improve the quality of decision-making and environmental performance

After reviewing previous studies, it became clear that the researchers' understanding and articulation of the research variables, their knowledge of the latest scholarly efforts regarding organizational power and its role in decision-making, and their ability to draw on these efforts to enrich the theoretical framework of the current study, as previous scientific efforts have strengthened the practical aspect of the research and provided insight into the best statistical methods for the researcher to use in analyzing their data, in order to draw conclusions and make recommendations that benefit the university under study in this field and can later be generalized to private or public universities.

Section 2: (Theoretical Framework)

First: Organizational Power:

1. The Concept of Organizational Power:

Organizational power is one of the fundamental elements of private universities at all levels; without it, private universities descend into chaos. From this perspective, organizational power can be defined as the ability a person possesses that enables them to influence others to do something or prevent them from doing so (Somoye, 2016, p. 567). Ahmed (2017, p. 520) similarly discussed this concept. (However& Kähkönen 2014, : 18) disagreed. With this definition, defining it instead as the ability to collaborate with others to achieve desired goals. (Hartner, 2021:262) defined it as the direct and legitimate influence on employee behavior that enables the stimulation of desired organizational performance. (Griffin & Moorhead, 2014:377) defined it as the inherent ability of a person or group of people to exert influence over and control a person or group of people. Rashid (2018, p. 200) defined it as the university's ability to obtain financial, human, and informational resources in order to carry out its work properly; on the other hand, (Alapo 2018: 31). defined it as the ability possessed by a particular party to bring about a change in the behaviors and actions of another party.(Shadikh, 2020: 58) defined it as the inherent ability possessed by individuals, managers, formal leaders, and formal groups—such as committees and departments—to influence people within the university. He defined it as the ability possessed by individuals within an organization that enables them to influence the behavior and decisions of others (Bafna, 2025:1).

By reviewing the definitions above and examining their content, organizational power can be defined as the ability of people, individuals, or leaders to obtain resources of various kinds in order to influence their peers at universities to achieve their goals.

2- The Importance of Organizational Power:

The importance of organizational power lies in its capacity and influence on the university's effectiveness and missions through its operations, plans, and strategic tactics (Manda & Roy, 2012:34). Therefore, leaders of private universities should acquire, utilize, and develop organizational power to influence their employees, as this

is essential for instilling self-confidence in leaders so they can influence their peers (Al-Fetlawi & Al-Shammari, 2021:65). For leaders who possess power, this power serves as a positive factor that enables them to meet the needs of university staff and fulfill their desires; conversely, organizational power can be a negative factor if it is misused, as this leads to a decline in the university's productivity (Rashid, 2018: 200). (Saxena, 2019: 2) stated that power can have both positive and negative effects and is available to anyone, not just leaders. On the other hand, (Verkhohlyad et al, 2025:57) the importance of organizational power lies in its ability to resolve and address problems that arise within the university by bridging the conflicts between individuals caused by a shortage of available material and financial resources (Shadikh, 2020: 62). Through this, the researcher argues that private universities' possession of organizational power enhances their ability to resolve internal conflicts and problems, capitalize on available opportunities, and develop and utilize those opportunities appropriately to ensure their continuity and survival.

3- Characteristics of Organizational Power:

There are many characteristics of organizational power, as noted by Fulmer (1983) and elaborated upon by (Al-Zubaidi , 2017 : 315), (Al-Sinur ,2018, : 17), (Hassoun & Ali ,2018, : 121), and (Rabhi et al, 2023,: 56). These characteristics are as follows:

1- Organizational power is specific to a person's position.

2- It is accepted by subordinates; leaders who possess legitimate power by virtue of their position exercise authority that enables them to secure compliance and obedience from others.

3- Authority is exercised in a top-down hierarchical manner; thus, power is viewed as the ability leaders possess to make others act and do as they wish.

4- Power is latent: that is, individuals possess it and may choose to use it or not at all; it is a tool or a weapon, meaning that possessing it does not necessitate its use.

5- It is relatively latent: The power individuals exert over others depends on the experience of the interacting parties, their hierarchical relationship, and their position within the university; for example, just because a leader has significant power and influence over a specific employee does not mean that leader has significant power and influence over all other employees.

6- It is a perceived phenomenon: Perception arises from perceptions and beliefs, which vary from person to person.

7- It is dynamic: In other words, it is not static; it changes over time. For example, someone who holds power today will not necessarily retain that power in the future.

8- It is a dependent relationship between two or more people.

9- The potential to use them in a positive way: by leveraging them to foster collaboration and solve problems in order to achieve organizational goals

4- Dimensions of Organizational Power:

These dimensions, which have been identified by numerous researchers—including legitimate power, reward power, expert power, and referent power—are the most widely used and prevalent. They have been employed in numerous studies, including the study by (Al-Kanaan et al, 2020). These dimensions will be explained below:

1- **Legitimate Power or Formal Authority:** This is the power derived from an employee's position; an employee, leader, or manager derives it through their legal status and controls the university's organizational resources based on the formal authority they hold (Schermerhorn, 2011: 268). Legitimate power is similar to formal authority and is often used to refer to the same concept (Sturm & Antonakis, 2015: 377). Legitimate power has certain limits and a specific scope known as the "boundaries of acceptance." For subordinates to accept their superiors' orders, the following conditions must be met (Al-Sanour, 2018: 22):

A. Subordinates must have a proper understanding of the orders they receive from their supervisor; without a proper understanding of those orders, subordinates may not be able to carry them out correctly.

B. Subordinates must have the ability to carry out the instructions and orders given to them by their supervisor, and they must believe that these orders enable them to achieve the university's goals.

C. The actions taken by subordinates must not conflict with their personal principles.

2- **Reward Power:** This refers to the ability of an individual in a position of authority to reward others and influence their decisions and rewards, whether material (such as wage increases and bonuses) or non-material (such as letters of appreciation, promotions, or career advancements), (Robbins et al., 2017:462) These rewards undoubtedly have a positive effect, as they encourage subordinates to obey their superiors' orders and carry them out without hesitation. Although all leaders have the authority to offer rewards, true leadership success lies in giving the right reward to the right person at the right time (Schermerhorn, 2011:284).

3- **The Power of Experience:** This refers to the ability to control the behavior of others and influence them through personal experience and knowledge; it is not tied to the individual's position at the university (Rahimi et al., 2017:2). It is the ability of leaders to deal with situational circumstances facing universities by relying on their knowledge and experience (Gerow, 2012: 79). The power of experience stems from excellence in specific fields, acquired skills, and humanistic knowledge, which enhance the ability to handle critical situations as circumstances dictate. The strength of this experience is determined by the capabilities of individuals, and in turn, this

requires a significant amount of time for individuals to demonstrate that they possess such experience (Al-Zubaidi, 2017: 317).

4- **Referent power:** This is the ability of leaders to influence individuals working at the university by earning their respect, appreciation, and admiration for their character, as well as their recognition of the leaders' abilities and expertise. This power is based on the personal qualities possessed by leaders and their influence on individuals (Aziz et al, 2022:361). This power is derived from the love and respect that leaders receive from those around them and requires experience, intelligence, and acceptance by others; that is, the more a leader's behavior aligns with the expectations of their colleagues at the university, the more acceptance and welcome it will receive from university staff (Torelli & Shavitt, 2010:704).

Second :the quality of the decision-making process

1- **The Concept of Decision-Making Quality**:

The challenges and problems faced by private universities have become more complex as a result of rapid environmental changes and the world's openness to all that is new. This requires high-quality decision-making to ensure that decisions are distinctive and of high quality (Wali et al, 2018: 8). From this perspective, the quality of decision-making can be defined as the set of indicators that leaders use to assess the quality of the decision-making process. This encompasses several dimensions, including an evaluation of the decision-making mechanism, the extent to which they employ logical and rational thinking in examining alternatives and selecting the best alternative to solve the problem in a timely manner, as well as an assessment of the cost of the decision-making process and the quality of the information used (Donelan, 2013: 103) It is also defined as a cognitive mental process that leads to the selection of an appropriate course of action from among many options (Mohammad, Hadeel, 2012:29). (Lastella et al., 2020 :66) defined it as the ability of leaders to integrate information, evaluate their decisions and actions, and assess the extent to which their decisions can solve problems. (Aqil, 2021: 25) defined it as the decisive point through which the appropriate decision is made from among many alternatives in a manner suited to the university's situation. (Ghasemaghaei, 2019: 15) defined it as the soundness and accuracy of decisions, noting that the quality of decision-making is good if the decision-maker has sufficient knowledge of the problem, whereas a decision is considered poor if the decision-maker has insufficient knowledge of the problem. According to (Baghdadi & Belhabib, 2022: 13), a good decision can never become a bad one, and a bad decision can never become a good one. It is the decision-maker's ability to reach an appropriate, high-quality decision by gathering relevant information about the matter on which a decision is to be made. (Liu et al, 2025:127)

Based on the above, researchers define the quality of decision-making as the ability of leaders to make appropriate decisions based on their experience, skills, and intellectual abilities.

2-**The Importance of Quality Decision-Making**:

The process of quality decision-making is at the heart of administrative operations, as it is intertwined with management functions and activities. When management carries out its planning function, it must make specific decisions at every stage of the planning process. For example, when formulating policies, setting goals, allocating resources, preparing programs, and selecting the best means, methods, and operational approaches—all of these depend on the quality of the decisions made by management (Al-Azzam and Al-Dhafra, 2023: 11). The importance of high-quality decision-making is particularly significant given its relevance to daily and professional life; high-quality decisions must be maintained in an environment characterized by an abundance of information and a high level of uncertainty (Sproten, 2013: 2). It helps improve performance by selecting the appropriate alternative, minimizing risks and problems, and achieving goals efficiently and effectively (XU et al, 2026:380).

Its importance is also highlighted by (Mohsen & Abdulwadud, 2023 :1013) and (Hanan & Hidayah, 2022: 7):

1- At the individual level: Its importance lies in its significant impact and prominent role in shaping the lives of individuals and those around them.

2- At the small-group level: Its importance lies in its fundamental and vital role in achieving the group's goals.

3- At the practical and scientific level: Its importance lies in the conduct of administrative processes such as organization, supervision, and planning, and it is also linked to organizational behavior.

4- At the organizational level: Its importance increases with the growing complexity of the university, due to its size, its openness to various environments, and the rapid changes characterized by constant flux, given its impact on individuals and groups both within and outside the university.

3- Dimensions of Decision-Making Quality:

Many authors and researchers have addressed various dimensions of decision-making quality. In this study, the researchers relied on the scales developed by (Shamim, 2011) and (Nisar et al, 2020), which identify the following dimensions of decision-making quality:

1 -**Decision-making effectiveness:** Decision-making quality refers to the effectiveness and efficiency of decision-making. It serves as an indicator of decision quality because it evaluates the final outcome reached and achieved through the vast data available to fulfill the desired goals and objectives of effective decision-making. It plays a vital and prominent role in the university's success, enhances its ability to compete with rivals, and improves its performance (Nisar, et al, 2020:7). It refers to the extent to which the university achieves the objectives set by management at the time of decision-making, which can be accomplished by enhancing the quality of decision-making (Wang & Byrd, 2017:3). (Musa, 2023: 63) describes it as an administrative process that contributes to finding appropriate solutions to a problem from among a set of proposed alternatives available to the decision-maker, in line with the internal and external circumstances facing the decision-maker.(Mohsen et al, 2026: 242) define it as the decision-maker's ability to select and implement the appropriate alternative to achieve the desired results.

2- **Decision-making efficiency**: defined as the optimal method for converting inputs into outputs and utilizing the necessary means and resources to achieve the university's objectives efficiently and at the lowest possible cost in terms of time (Szutowski, 2020:186). (Sha'biya , 2022: 30) defined it as a leader's ability to accomplish something with the fewest possible resources. Consequently, decision-making efficiency is not achieved simply because of an increase in undesirable outputs; rather, outputs can be leveraged to enhance decision-making efficiency by converting invalid or undesirable outputs into inputs, or by transforming undesirable outcomes into desirable ones (Khalil, 2011: 286). It is the decision-maker's ability to analyze information and available alternatives and select the appropriate alternative that achieves the best results with the least time and effort. (Obara & Adiele, 2025:107).

Section 3: The Practical Aspect of the Research

In this section, the researcher explains the results of the practical aspect of the research, examines the reality of Organizational power and the quality of decision-making among the research sample at Al-Ma'arif Al-Ahliya University, and identifies the relationship and influence between the variables under study, based on the questionnaire distributed for data collection and analysis, as explained in the following paragraphs:

First: Description and Analysis of the Research Variables:

1- **Description and analysis of the research sample's views on the variable (organizational power)**

The results in Table 4 show the mean, standard deviation, coefficient of variation, and relative importance of the "organizational power" variable. The majority of responses from the study sample supported the statements related to the "organizational power" variable, as confirmed by the mean in Table 4, which, in turn, points to the importance of organizational power among the staff at Al-Ma'arif Private University, confirming that leaders play a prominent and influential role in shaping the behavior of individuals at the university under study and influencing their peers. Referent power recorded the highest arithmetic mean at (4.20), with a standard deviation of (0.87), a coefficient of variation of (0.20), and a relative importance of (0.83). This indicates that leaders derive their authority from the love and respect of those around them, which requires experience and wisdom in their interactions to increase their authority and influence. Legitimate authority recorded the lowest arithmetic mean (3.71), a standard deviation of (0.10), and a coefficient of variation of (0.29) and a relative importance of 0.74. This indicates that leaders did not pay the required attention to carrying out the instructions and orders requested of them by their superiors, and that they lacked confidence that those orders would enable them to achieve their own goals and those of the university. Meanwhile, the lowest-scoring items were items (1, 5, and 10) because they had the same mean score of (3.6) compared to the other items. These items are: "Leaders enforce all laws and regulations," "Leaders require university employees to follow the decisions they have

made," and "Leaders link the promotion and compensation of university employees to their performance level," Their standard deviations were 1.6, 1.6, and 0.67, respectively, while their coefficients of variation were 0.44, 0.44, and 0.18, respectively. These results relate to leaders' enforcement of laws and employees' compliance with university decisions

Table (4) presents an analysis of the research sample's responses regarding the organizational power variable (n=66)

NO	Paragraphs, Legitimacy Power 1–5, Reward Power 6–10, Experience Power 11–15, Authority Power 16–20.	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance
1	Leaders enforce all laws and regulations.	3.6	1.6	0.44	0.72
2	Leaders use their authority to supervise university staff.	3.95	0.64	0.16	0.79
3	Leaders rely on the official powers granted to them to assign tasks to university staff.	3.77	0.71	0.18	0.75
4	Leaders use their official authority to reduce bureaucracy and streamline work procedures within the university.	3.65	0.98	0.26	0.73
5	Leaders require university staff to follow the decisions they have made.	3.6	1.6	0.44	0.72
Total		3.71	1.10	0.29	0.74
6	Leaders award rewards based on objective criteria.	3.75	0.91	0.24	0.75
7	Leaders vary the methods used to award rewards to university employees, whether financial or non-financial.	4.39	1.03	0.23	0.87
8	University employees expect that rewards and incentives will be commensurate with the work they perform.	3.92	1.07	0.27	0.78
9	Leaders recognize creative employees who perform their work to a high standard and in accordance with what is required of them.	4.01	0.93	0.23	0.80
10	Leaders link promotions and rewards for university employees to their level of performance.	3.6	0.67	0.18	0.72
Total		3.93	0.92	0.23	0.78
11	Leaders use their past experiences to influence employees.	4.04	0.71	0.17	0.80
12	Leaders guide employees and provide them with information about their work.	4.57	0.6	0.13	0.91
13	Leaders advise and guide university employees when they encounter problems.	4.31	0.73	0.16	0.86
14	Leaders use their experience to encourage university employees to acquire and develop new ideas.	3.75	0.72	0.19	0.75
15	Leaders' experience and knowledge help foster a spirit of cooperation among employees.	4.21	0.98	0.23	0.84
Total		4.17	0.74	0.17	0.83
16	Leaders use referent power to influence others.	4.43	0.89	0.20	0.88
17	Leaders have the ability to create a vision that motivates employees to be loyal to their policies and strategies.	4.21	0.79	0.18	0.84
18	Leaders gain the support of others through their personal influence and the appeal they exert.	4.15	0.93	0.22	0.83
19	Leaders foster interpersonal relationships within the university to influence others.	4.12	0.92	0.22	0.82
20	Leaders' scrutiny of important data and information contributes to the performance of university employees.	4.13	0.85	0.20	0.82
	Total	4.20	0.87	0.20	0.83
Arithmetic Mean, Standard Deviation, and Coefficient of Variation for organizational power.		4.00	0.90	0.22	0.79

Source: Compiled by the researcher using SPSS v. 25

2. **Analysis of the research sample's opinions regarding the variable (quality of decision-making)**

The results in Table 5 show the arithmetic mean, standard deviation, coefficient of variation, and relative importance of the "Quality of Decision-Making" variable. Most respondents agreed with the statements related to the "quality of decision-making" variable, as indicated by the arithmetic mean in Table 5. This, in turn, indicates the importance of decision-making quality to leaders and staff at Al-Ma'arif Private University, as it ranked second only to decision-making effectiveness with the highest arithmetic mean (4.39), a standard deviation of (0.86), a coefficient of variation of (0.20), and a relative importance of (0.83). This points to the effectiveness and efficiency of decision-making as an indicator of decision quality at the university under study, since it assesses the final outcome reached; decision-making effectiveness plays a vital and prominent role in the success of Al-Ma'arif Al-Ahliya University, enhances its ability to compete with rivals, and improves its performance. Decision-making efficiency followed decision-making effectiveness with a lower arithmetic mean, at 4.15, a standard deviation of 0.73, a coefficient of variation of 0.17, and a relative importance of 0.82. This indicates that the university under study operates optimally in converting inputs into outputs and utilizes the necessary means and resources to achieve its objectives efficiently and at the lowest cost. Meanwhile, the lowest-scoring item was (23) ("University leaders are satisfied with the outcomes of the decisions made"), as this item had the lowest mean of (3.74), a standard deviation of (0.94), a relative importance of 0.74, which indicates that employees at Al-Ma'arif Al-Ahliya University are not entirely satisfied with the decisions made by their leaders the decisions made by their leaders, while the overall quality of decision-making had a mean of 4.27, a standard deviation of 0.79, and a coefficient of variation of .

Table (5) presents an analysis of the research sample's opinions regarding the variable "quality of decision-making" (n=66)

NO	Paragraphs, Decision-Making Effectiveness 21–25, Decision-Making Efficiency 26–30.	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance
21	The decisions made by leaders lead to the desired outcomes.	4.27	0.83	0.19	0.85
22	Leaders believe that their decisions are in the best interest of the university.	4.39	0.89	0.20	0.87
23	University leaders are satisfied with the outcomes of the decisions that have been made.	3.74	0.94	0.25	0.74
24	Leaders' decisions improve the university's organizational performance.	4.25	0.77	0.18	0.85
25	Leaders' decisions are consistent with the university's strategy and objectives.	4.31	0.87	0.20	0.86
Total		4.39	0.86	0.20	0.83
26	Leaders focus on making low-cost decisions.	4.06	0.72	0.17	0.81
27	Leaders take a long time to make decisions in order to consider the cost of the decision.	4.22	0.79	0.18	0.84
28	Leaders involve stakeholders in the decision-making process.	4.15	0.78	0.18	0.83
29	Leaders make critical decisions at the right time.	4.45	0.70	0.15	0.89
30	Leaders make high-quality decisions based on the data and information systems available to them.	3.89	0.70	0.17	0.77
Total		4.15	0.73	0.17	0.82
Arithmetic Mean and Overall Standard Deviation of quality of decision-making		4.27	0.79	0.18	0.82

Source: Compiled by the researcher using SPSS v. 25

Second: Testing Research Hypotheses:

1-Testing correlation hypotheses: First Main Hypothesis: This paragraph clarifies the relationship between the explanatory variable (organizational power) and the response variable (decision-making quality) based on Pearson's correlation coefficient matrix. Table 6 shows that there is a correlation between (organizational power) and (decision-making quality) with a correlation coefficient of 0.560. Therefore, the first hypothesis is accepted: there is a correlation between organizational power and decision-making quality at Al-Ma'arif Private University. The sub-hypotheses derived from the first main hypothesis are presented in Table 7:

Table 6 illustrates the relationship between organizational power and its dimensions and the quality of decision-making n66

Responsive variable / Interpretive variable	quality of decision-making		
	R	Sig	N
power organizational	0.560**	0.000	66

Source: Compiled by the researcher using SPSS v. 25

Table (7) illustrates the sub-correlation between organizational power and its dimensions and the quality of decision-making n66

H1a:			
Responsive variable / Interpretive variable	quality of decision-making		Decision
	R	Sig	
The Power of Legitimacy	**0.402	0.001	Accept the hypothesis
H1b:			
Responsive variable / Interpretive variable	quality of decision-making		Decision
	R	Sig	
The Power of Rewards	**0.466	0.000	Accept the hypothesis
H1c:			
Responsive variabl / Interpretive variable	quality of decision-making		Decision
	R	Sig	
The Power of Experience	**0.332	0.008	Accept the hypothesis
H1d:			
Responsive variable / Interpretive variable	quality of decision-making		Decision
	R	Sig	
The Power of Authority	**0.627	0.000	Accept the hypothesis

Source: Compiled by the researcher using SPSS v. 25

Based on the table above, all sub-hypotheses derived from the first main hypothesis are accepted, as the correlation between the legitimate power dimension and the decision-making quality variable was (0.402**), which indicates the role that legitimate power plays in enhancing decision-making quality at Al-Ma'arif Private University. The correlation between the reward power dimension and the decision-making quality variable was (0.466**) This indicates that reward power has a positive correlation and role in enhancing decision-making quality. The correlation between the expertise power dimension and decision-making quality was (0.332**), suggesting that expertise power plays a prominent role in enabling Al-Ma'arif Al-Ahliya University leaders to handle the circumstances facing the university by relying on their knowledge and experience. The correlation between the dimension of referent power

and decision-making quality was 0.627**. This makes it clear that leaders derive their power from the love and respect of those around them, and that this power requires experience, intelligence, and acceptance by others in order to enhance decision-making quality.

2- Testing the main and Sub-branch impact hypotheses:

Table 8 shows the results of the analysis of the effect of the independent variable (organizational power) on the dependent variable (decision-making quality). The results indicate that organizational power has a statistically significant effect on decision-making quality, as the calculated F-value was 27.817, which is greater than the critical value of 3.96. This indicates that organizational power has a significant effect on decision-making quality at a significance level of less than 0.05. The R^2 value was 0.313, indicating that organizational power explains 31.3% of the variation in decision-making quality, while the remaining 68.7% of the variance is unexplained by other factors not included in the regression model for this variable. The B-value was 0.560 This indicates that a one-unit change in Organizational power leads to a 56% change in decision-making quality. The Sig value was 0.00, which is less than 0.05, confirming the statistical significance of the simple regression model. This supports the second main hypothesis, which states "There is a significant relationship between organizational power and its dimensions and the quality of decision-making at Al-Ma'arif Al-Ahliya University."

Table (8) illustrates the relationship between the influence of organizational power and the quality of decision-making.

quality of decision-making						Decision
Variable	Beta	R^2	F	T	Sig	
organizational power	0.560	0.313	27.817	5.956	0.000	Accept the hypothesis
value (f) at significance (0.05) = 3.96 N = 66						

Source: Prepared by the researcher using SPSS v.25

The testing of the sub-hypotheses is presented in Table (9), as shown below:

Table (9) shows the sub-effect relationship between the dimensions of organizational power and decision-making quality.

H2a					
Beta	R^2	F	T	Sig	Decision
0.402	0.162	11.790	7.398	0.000	Accept the hypothesis
H2b					
Beta	R^2	F	T	Sig	Decision
0.466	0.217	17.711	8.361	0.000	Accept the hypothesis
H2c					
Beta	R^2	F	T	Sig	Decision
0.332	0.110	7.565	8.677	0.000	Accept the hypothesis
H2d					
Beta	R^2	F	T	Sig	Decision
0.627	0.394	41.565	11.003	0.000	Accept the hypothesis
value (f) at significance (0.05) = 3.96					N = 66

Source: Compiled by the researcher using SPSS v.25

The table above shows that all sub-hypotheses of the second main hypothesis will be accepted, as the results of the analysis indicate that the legitimacy dimension has a statistically significant effect on decision-making quality; the calculated F-value was 11.790, which is greater than the critical value of 3.96. This indicates that the legitimate-power dimension influences the quality of decision-making at a significance level of less than 0.05, and the R^2 value was 0.162. This indicates that the legitimacy dimension explains 16.2% of the variation in decision-making quality, while the remaining 83.8% of the variance is unexplained by other factors not included in the regression model for this dimension. The value of (B) was (0.402), indicating that a one-unit change in the legitimacy dimension leads to a (40.2%) change in decision-making quality. The (Sig) value was (0.00), which is less than (0.05).

The results of the analysis in Table 9 indicate that the reward strength dimension has a statistically significant effect on decision-making quality, as the calculated F-value was 17.711, which is greater than the critical F-value of 3.96, This indicates that the reward intensity dimension has an effect on decision-making quality at a significance level of less than 0.05. The R^2 value was 0.217, indicating that the reward intensity dimension explains 21.7% of the variation in decision-making quality, while the remaining 78.3% of the variance is explained by other factors not included in the regression model for this dimension. The B-value was 0.446. This indicates that a one-unit change in the reward-power dimension is associated with a 44.6% change in decision-making quality. The Sig value was 0.00, which is less than 0.05.

The calculated value (7.565) is greater than its table value (3.96), indicating that the experience dimension has a significant effect on decision-making quality at a significance level of less than 0.05. The R^2 value was 0.110. This indicates that the experience dimension explains 11% of the variation in decision-making quality, while the remaining 89% of the variance is explained by other factors not included in the regression model for this dimension. The coefficient (B) was 0.233 This indicates that a one-unit change in the "experience" dimension leads to a 23.3% change in decision-making quality. The "Sig" value was 0.00, which is less than 0.05.

The results of the analysis indicated that The referent-power dimension has a statistically significant effect on decision-making quality on decision-making quality, as the calculated F-value was (41.565), which is greater than the critical F-value (3.96), This indicates that the referent-power dimension explains 39.4% of the variation in decision-making quality at a significance level of less than 0.05, and the R^2 value was 0.394 This indicates that the reference power dimension explains 39.4% of the variations in mental alertness, while the remaining 60.6% of the variance is unexplained by other factors not included in the regression model for this dimension. Furthermore, (B) was 0.627, indicating that a one-unit change in the authority dimension leads to a 62.7% change in decision-making quality. The (Sig) value was 0.00, which is less than 0.05.

Section 4: Conclusions and Recommendations

First: Conclusions

This section presents the findings concerning organizational power and decision-making quality, based on the responses of employees at Al-Ma'arif Private University at Al-Ma'arif Private University, as follows:

1- The results indicate that employees perceived a clear commitment from the leadership of Al-Ma'arif Al-Ahliya University, as evidenced by the opportunity they were given to participate in decision-making.

2 - The importance of organizational power is linked to its capacity and influence on the effectiveness and missions of Al-Ma'arif Al-Ahliya University through its operations, plans, and strategic tactics, as it serves as a positive factor manifested through four components: (legitimate power, expert power, reward power, referent power), which collectively contribute to building its organizational power.

3-The results indicated a statistically significant correlation between organizational power and the quality of decision-making at the university under study, stemming from the need of the university and its employees for high-quality decision-making.

4-The results indicated that organizational power had a significant effect. on the quality of decision-making at the university under study, as reflected in the staff's confidence in their leaders' decisions.

Second: Recommendations

1- Al-Ma'arif Private University should strengthen its leadership by recruiting qualified staff without relying on personal connections or favoritism.

2- It is essential to develop the decision-making competence and effectiveness of the staff at the university in question by giving them the opportunity to participate in all decisions made at the university level.

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