THE ORGANIZATIONAL BEHAVIOR AND ITS IMPACT ON DECISION-MAKING

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ABSTRACT

The study of the glorifying behavior of the organization is one of the vital areas in the study of the activities enjoyed by organizations. Its concept is considered one of the most prominent modern approaches in managing change and development. Generally, organizational behavior is the one that provides the framework that shows the style of work in organizations and distinguishes it from other organizations. Decision-making in organizations is affected in one way or another by several factors from inside and outside the organization. Therefore, organizational behavior has an important role in influencing the decision-making process, according to its nature and power, the study confirmed. The need to develop organizational behavior as a material for students of business administration and management in universities because of the importance of this course in practice for administrative leaders in the private sector, Developing participation in the decision-making process among the members of the boards of directors of civil and charitable societies in the Kingdom of Saudi Arabia., Work to reduce the psychological and social pressures of the members of the Board of Directors while working on decision-making to improve relations between employees and members of the Board of Directors of organizations, Relying on leadership relationships more than administrative relationships that help achievement and performance effectiveness.

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

INTRODUCTION

The second quarter of the twentieth century witnessed widespread theoretical and American interest in the field of the study of organizations. This led to the emergence of one of the most prominent recent trends, the functional construction trend, the direction of the socio-technical system, and the direction of the psychosocial study of the organization. The organization is a closed format that is not exposed to external pressures and influences. It is a tool to achieve clear and specific goals as it is a cooperative format based on achieving a balance between the efforts of its and their participation in achieving the goals of the organization. It is an open interactive format with the surrounding environment and is fairly dynamic and not static. The current study has chosen this latter approach because it is more consistent with the research problem (Hassan, 1999).

Charities can be considered sub-systems of the larger organizations (social service organizations). This larger organization in turn is a sub-system of the community as a whole, and this sub-system seeks to achieve certain goals in the provision and provision of social services. It is the regulations and rules governing the work, which relate to material resources (allocated budget, modern technological tools available) and human resources available necessary for the continuation of charitable work. The necessary and sufficient technical and administrative competencies to run the organization and achieve its goals, while the outputs are the product of the services provided to the community. The disparity that characterized the aspects of life Charities has the organizational behavior that distinguishes them from other service organizations, due to the goal entrusted to them. They are organizations that seek to improve and develop society, and these associations are considered non-profit organizations and provide services to all groups.

Organizations that are concerned with the care of poor families and charitable work have an organizational nature that contributes to enriching the nature of the service provided to these groups of society. They also help to increase the effectiveness of the performance of these organizations (Akrasha, 2002). One study emphasized the social responsibility towards the security of society through the work of institutions in charitable services. Moreover, volunteer work was considered a tributary and a key factor for the security and stability of society, which requires its development to suit the social, economic, and demographic changes taking place in societies (Akrasha, 2002).

Since the decision is a collective work that is shared by workers within it, so there must be part of the organizational culture that governs the behavior of the individual and the group. It should contribute to creating an appropriate organizational atmosphere, which in turn is reflected to improve and develop values, attitudes, behavior, and standards, as well as to the decision-making process to achieve belonging and ensure survival in the organization. Therefore, successfully achieve the goals of the organization (Naji, 2000).

Moreover, identifying the mechanisms of work within these associations contributes in an effective way to increasing their effectiveness and finding ways to develop work within them in a way that amounts to civilized levels and the form that also amounts to the goal entrusted to it, and activating its role in society better than it is now, so the problem of the study is determined in a major question:

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

Objectives of the Study

The main objective of the study can be identified as identifying the impact of organizational behavior on decision-making in the work of charities, and from this main objective the following sub-objectives branch out:

1. Study the reality of the importance of organizational behavior within institutions.
2. Monitoring the dimensions of the organizational behavior scale within institutions (trust - teamwork culture - management practices and organizational commitment)
3. Measuring the level of decision-making (identifying the problem - developing alternatives - evaluating alternatives - choosing alternatives - monitoring and follow-up)
4. Measure the impact of demographic variables on both organizational behavior and decision-making.

The Importance of the Study

- The study derives its importance from the importance of organizational behavior in charities in the modern era, which depend on providing services to all members of society by increasing the efficiency of the use of their resources.
- Maintaining the continuity of the work of charities in the Kingdom, by finding appropriate methods to raise the level of efficiency of decision-making related to the services they provide.
- Clarify the extent to which organizational behavior affects the level of participation in the decision-making process.
- Enriching the literature on organizational behavior and decision-making to help researchers and scholars in the future.

Study Concepts

The Concept of Organizational Behavior

Some organizational theorists believe that organizational behavior is: "the study and application of knowledge related to how individuals and groups behave within organizations in order to reach the most effective actions and practices. Therefore, organizational behavior according to their vision provides managers with several different tools to analyze the behavior of individuals and groups within the field of work" (Darwish, 1974).

The Concept of Decision-Making

The decision-making process is one of the important processes at the level of administrative organizations because decisions are the essence of the work of administrative leadership and the starting point for all activities inside and outside the organization. Decision-making enters into all parts of the administrative process from planning, organization, communication, leadership, and other administrative functions. Decision-making requires a conscious choice of one of the available alternatives, and the amount of success achieved by the organization depends on the ability of its leadership and efficiency to make appropriate decisions (Al-Ajmi, 2010).

Decision-making is the individual communicating to solve an intercepting problem or a confusing situation, by choosing a solution from existing or innovative solution alternatives. This choice depends on the information that the individual has gathered about the problem and on values, habits, experience, education, and individual skills (Abdoun, 2002).

It is also a type of thinking in which the choices are plans or paths of action, and the evidence is imaginary results. Decision-making may be the most important type of thinking as it

includes the choice of strategies for performing other mental work. This is the conscious choice between the alternatives available in a particular situation after studying the consequences of each alternative and its impact on the goals to be achieved (Sayed, 2003).

It is a mental process through which different alternatives are generated and evaluated and then the best alternative is selected from among these alternatives based on a set of sequential steps to achieve a specific goal (Al-Kharabsheh, 2002).

The Concept of Charities

Voluntary charities are one of the basic components of the social welfare market. Within the general system of society, it can be imagined that there is a sub-system of the social welfare market that aims mainly to provide economic and social opportunities for citizens. It is based on the idea of mutual social responsibility between citizens of the same country. Its main function is to exchange economic and social benefits between citizens while recognizing the priority of the individual's responsibility towards himself, followed by the responsibility of the state and non-governmental agencies (Abdel Aal, 2002).

Dr. Hassan Issa Al-Mulla believes that a charity is any association or institution that individuals establish to achieve a public interest, such as the establishment of a juvenile care home or a civil defense association (Al-Mulla, 2000).

Previous Studies

Abeer (2017) aimed to define the relationship between the level of organizational culture in public secondary schools in Balqa Governorate and the degree of managers' practice of ethical decision-making from the teachers' point of view. The study sample consisted of (219) male and female teachers who were selected by a random relative stratified method. The results showed that the level of organizational culture in public secondary schools in Balqa Governorate was high from the teachers' point of view. The degree of the practice of government secondary school principals in Balqa Governorate for the ethical decision-making process was high from the teachers' point of view. It was also found that there was a statistically significant positive correlation between the total degree of organizational culture and the total degree of the process. Ethical Decision Making

Al-Zoghbi (2010) aimed to find out the impact of employee participation in the decision-making process on the level of organizational commitment among employees in government financial institutions specialized in lending in Jordan. The total population of the study was (1332) employees, and a simple random sample of them was selected by (50%) where the study sample reached (666) staff. The study found that the level of perceptions of employees to participate in the decision-making process was high and that the level of perceptions of workers towards organizational commitment in all its dimensions was average and that there is a statistically significant impact of participation in the decision-making process in organizational commitment in its various dimensions (physical, emotional and ethical).

Theoretical Framework of the Study

The importance of organizational building lies in the fact that it is a major tool that helps management organize and coordinate the efforts of employees to reach agreed goals, in

advance. It provides the framework in which individuals move, through which unification or interaction between the various efforts and activities in the organization takes place. The organizational structure contributes to achieving the goals of the organization at the lowest cost, through the optimal distribution of material and human resources (Al-Omari, 1998).

Social organization is a wide range of relationships and processes of which organizations are a part. The organization is influenced and influenced by social organization and includes large, formal, and complex organizations (Al-Omari, 1998).

The success of any organization is based on its effectiveness, whether organizational or service. Within the framework of the interest in measuring the effectiveness of organizations, a set of different approaches to the study of effectiveness has crystallized as shown (Al-Nimr, 1997).

- *Goal Entrance:* in which it compares the general objectives and the stated objectives on the one hand and the extent to which these objectives are achieved on the other hand,

- *Comparative Approach:* It is based on comparing organizations in similar situations to identify the most effective organizations, and this entrance has a key advantage that lies in avoiding the problems of the entrance to the goals.

- *Systems Approach:* The organization is seen as one of the many elements that interact with each other and depend on each other.

- Approach to the multiplicity of beneficiaries: this looks at the effectiveness from the point of view of the beneficiaries and the different statements. They refer to the effectiveness of the organization (Al-Nimr, 1997)

Dimensions of Organizational Behavior: Organizational behavior is one of the most important concepts associated with the development of institutions, which depends on it in determining its orientations.

The Social and Cultural Determinants of Organizational Behavior and the Most Important Features It Contains

The study of the social and cultural determinants of organizational behavior contributes to achieving a set of goals, both for the individual and the organization. The environment in which it operates, so that "social influence" appears. At the level individuals in a set of traditions and rules of conduct of their own in various dependency relationships at the formal level through the system of rewards, punishment, promotion, and others. This leads to the existence of the second determinant, which is "social adaptation " and the individual's learning of the rules of conduct and roles. Necessary in the organization, it expresses all the processes through which it gains trends, values, and rules of behavior to interact with the group, which in turn leads to the existence of the third and last determinant, which is "social interaction". Through it, we find that the individual plays two important roles: the "role of the influencer", which is to influence the organization through the various trends, values, and efforts that he carries. In turn, the "role of the respondent", appears in his influence on the culture of the institution and the system of behavior that imposes it (Morsi, 2002).

The Objectives of These Determinants Appear in Three Main Elements: (Kurdi, 2011)

- *Organization:* Through the study of organizational behavior, the organization can achieve the following:

- Understand and interpret the behavior, practices, initiatives, and reactions of employees, by understanding the nature of the motivations, perceptions, and values that govern behavior.

- Know the nature of the pressures, the course of the means of communication used, and the detailed driving style.

- Develop a future strategy for the development and development of the behavior of individuals and groups and the various development strategies and development in the organization.

- *Individual:* The individual's knowledge of the determinants and elements of his behavior achieves many advantages. The most important of which are: strengthening the chances of commitment to the correct behavior, avoiding factors that lead to misperception of situations that distort the communication process, or exposure to an inappropriate level of pressure or interaction and incorrect responses to colleagues and management.

- *Environment:* The study of organizational behavior contributes to the identification of more accurate and comprehensive forms of the surrounding environment. This helps in strengthening its positive interaction of it by responding to its demands that do not conflict with the interests of the organization, and also helps to avoid harmful effects, whether direct or indirect. The study of organizational behavior helps to create the negotiating power of the organization with the environment.

The Importance of Organizational Behavior

- Interest in studying and understanding the behavior of individuals with their impact on the effectiveness of the organization.

- Attention to the development of human resources.

- Understand and analyze the individual differences between the members of the organization to reach distinct ways of dealing commensurate with these differences and this increase to influence and control this behavior.

- Know the environmental factors affecting employee behavior and productivity.

- Know the causes of stress and anxiety that occur to workers and try to address its prevention and mitigation.

- Directing leadership to the most attractive style and its impact on employees.

- Knowing the incentives that can have a greater impact at each administrative level (material - moral ... etc).

- Identify more accurately the requirements of the environment and its effects on the organization, its levels, opportunities, and restrictions (Al-Sayed, 2011).

Types of Decisions: (Al-Ghalbi & Idris, 2007)
Operations Decisions: These decisions are specific to the overall operations of the organization. The manager has given the bulk of their efforts, and they bear the overall administrative work in their organizations. The common basic goal of this set of decisions is to make the stages of converting resources into more efficient products and services possible.

Administrative Decisions: The main area of these decisions is the management of resources to obtain the best results. The problem is confined between the strategic problem and the problems of operations, and is concerned with the aspect of the organization and finding an appropriate structure through which responsibilities and powers are distributed, and on the other hand, obtaining and developing resources, especially those related to the knowledge of employees, as well as financial aspects and other production requirements.

Strategic Decisions: They are mainly located on the overall work with an external orientation, not only internal ones. They generally determine the nature of the relationship and harmony between the business organization and its environment. The strategic problem is to find compatibility and harmony between the organization and the environment.

Curricula and Tools Used in the Study
Types of Data and Their Sources
The researchers relied on two sources to collect the data:
The researchers used the descriptive analytical method and a set of statistical methods (confirmatory factor analysis - regression analysis using Amos v20, analysis of variance, and statistical stability coefficient of the instrument by Cronbach's alpha method).

Types of Data and Their Sources
The researchers relied on two sources to collect the data:

- *Library Data:* It is the data that will be obtained from secondary sources such as books, magazines, scientific theses, and periodicals.

- *Field Data:* It is the data that will be obtained from primary sources using the questionnaire.

Study Population and Sample: many employees in these associations are estimated. The study was applied to a simple random sample of workers in charitable societies in the Kingdom of Saudi Arabia, numbering (200)
- Characteristics of the study sample according to gender variables, the extent of obtaining rehabilitation courses, age, and years of experience **(Table 1)**.

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

Variable	Groups	Iteration	Percentage
genre	males	98	49.00
	females	102	51.00
Total		200	100
The extent of access to courses	Yes	64	32.00
	No	136	68.00
Total		200	100
Age	From 20 to less than 30	40	20.00
	From 30 to less than 40	70	35.00

	From 40 to less than 50	66	33.00
	From 50 years and above	24	12.00
Total		200	100
Years of Experience	Less than 10 years	62	31.00
	From 10 to 20 years	64	32.00
	More than 20 years	74	37.00
Total		200	100

Study Results and Interpretation

Regarding the Area of Importance of Organizational Behavior Within Institutions (Table 2)

Table 2. Shows the value of "T" to indicate the differences between the arithmetic averages and the legal average of the degree of the respondents' estimates to determine the importance of organizational behavior within institutions

Number Ferry	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	Level Significance	Relative weight	Order	Grade
Organizational behavior helps to create a kind of order and accuracy in the process of performing business.	117	63	20	2.49	0.67	10.20	Function***	82.83	7	High
Helps human resource management to set job tasks in a manner consistent with the capabilities of the individuals working in the organization	81	63	56	2.13	0.82	2.16	Function***	70.83	14	medium
It helps to exploit the capabilities of individuals in a way that is commensurate with their skills without affecting their mental or physical health	93	79	28	2.33	0.71	6.49	Function***	77.50	13	High
Organizational behavior helps to establish clear and precise tasks for each individual, group, or department within the organization	119	31	50	2.35	0.85	5.71	Function***	78.17	11	High

Statement									
It helps to know the shortcomings if they exist and quickly solve them without affecting the production wheel	120	61	19	2.51	0.66	10.74	Function***	83.50	6	High
Organizational behavior is based on understanding and knowing the capabilities of individuals within the organization, which helps them, develop plans to develop these capabilities or exploit them in the best way for the benefit of work and workers.	114	69	17	2.49	0.65	10.56	Function***	82.83	7	High
Understanding organizational behavior helps to make the right and effective decisions without burdening the work or individuals with tasks or expectations that do not suit their skills, experience, or even physical or psychological abilities.	125	30	45	2.40	0.83	6.79	Function***	80.00	9	High
Understanding organizational behavior helps to know the strengths within the organization and work to invest and diversify them	118	56	26	2.46	0.71	9.10	Function***	82.00	8	High
Understanding organizational behavior helps to detect weaknesses and work to uproot them or limit the spread of their impact	92	84	24	2.34	0.68	7.04	Function***	78.00	12	High
Organizational behavior helps the team understand each other, which helps in creating a healthy and innovation-oriented work environment.	129	49	22	2.54	0.69	11.02	Function***	84.50	3	High
Organizational behavior helps to create an integrated vision of the work system and know the organization's plans to develop and where it sees itself now and where it intends to go	140	25	35	2.53	0.78	9.57	Function***	84.17	4	High
Organizational behavior in institutions helps to know what the institution needs of competencies or resources and to develop the necessary plans to employ and optimize their exploitation.	133	48	19	2.57	0.66	12.19	Function***	85.67	1	High
Organizational behavior helps to improve relations between workers and the organization	129	45	26	2.52	0.72	10.18	Function***	83.83	5	High

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	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	Level Significance	Relative weight	Order	Grade
Organizational behavior helps to easily understand the root of the problem, saving the organization misplaced time and effort.	128	49	23	2.53	0.69	10.70	Function***	84.17	4	High
Organizational behavior helps to speed up the integration of new employees into the work environment and reduce the factors that push them to resist or fear change	128	52	20	2.54	0.67	11.38	Function***	84.67	2	High
Organizational behavior helps to understand and understand exactly what is required, which helps in the speed of completion and performance of work as expected, and even come up with the best as well	98	83	19	2.40	0.66	8.51	Function***	79.83	10	High
The field as a whole	n=200			2.44	0.72	Average = 2		81.41	~	High

- *with Regard to the Confidence Domain as One of the Dimensions of the Organizational Behavior Scale* (Table 3)

Table 3. Shows the value of "T" to indicate the differences between the arithmetic averages and the legal average of the degree of respondents' estimates for the field of monitoring and analyzing trust as one of the dimensions of the organizational behavior scale

Number Ferry	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	Level Significance	Relative weight	Order	Grade
Mutual trust prevails in relations between management and employees	116	69	15	2.51	0.63	11.26	D***	83.50	7	High
Mutual trust prevails in relations between employees	140	19	41	2.50	0.81	8.60	D***	83.17	8	High
The worker is willing to participate with his colleagues without fear of losing his job	130	44	26	2.52	0.72	10.28	D***	84.00	5	High
Employees constantly exchange important information related to work	120	32	48	2.36	0.84	6.03	D***	78.67	9	High
Employees exchange ideas to develop business opinions	134	51	15	2.60	0.63	13.42	D***	86.50	2	High

	number Ferry	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	Level Significance	Relative weight	Order	Grade
Employees understand that they are responsible for improving their business performance without the need for supervisory intervention	119	64	17		2.51	0.65	11.10	D***	83.67	6	High
The performance of employees is highly motivated without interference from management	143	18	39		2.52	0.80	9.17	D***	84.00	5	High
Relations between employees are dominated by the spirit of brotherhood and fellowship	142	53	5		2.69	0.52	18.74	D***	89.50	1	High
The worker feels that he is taking all his rights without a claim	134	42	24		2.55	0.70	11.11	D***	85.00	4	High
Workers use their abilities to get work done.	148	16	36		2.56	0.78	10.14	D***	85.33	3	High
The field as a whole	n=200				2.53	0.71	Average = 2		84.33	~	High

- *With Regard to The Field of Organizational Commitment (Emotional and Physical) as One of the Dimensions of the Organizational Behavior Scale* **(Table 4)**

Table 4. Shows the value of "T" to indicate the differences between the arithmetic averages and the legal average of the degree of respondents' estimates for the field of monitoring and analyzing organizational commitment (emotional and physical) as one of the dimensions of the organizational behavior scale

	number Ferry	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	Level Significance	Relative weight	Order	Grade
I enjoy talking about my work in the organization I work for	119	61	20		2.50	0.67	10.41	D***	83.17	4	High
I feel like the problems facing my organization are like my own problems.	127	17	56		2.36	0.89	5.64	D***	78.50	7	High
I feel part of the organization I work for	111	68	21		2.45	0.68	9.39	D***	81.67	5	High
I feel emotionally connected to the organization I work for.	121	64	15		2.53	0.63	11.83	D***	84.33	2	High

	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	level Significance	Relative weight	Order	Grade
I feel that individuals should always be loyal to the organizations they work for.	137	12	51	2.43	0.87	6.98	D***	81.00	6	High
I feel ethically obligated to stay in my current job	123	62	15	2.54	0.63	12.07	D***	84.67	1	High
I feel I have few options if I decide to quit	121	58	21	2.50	0.68	10.40	D***	83.33	3	High
I'm afraid of what will happen to me if I quit my job without an alternative chance.	86	61	53	2.17	0.82	2.85	D***	72.17	9	High
I don't like to leave the organization that I work for even if I get a better job	111	64	25	2.43	0.71	8.62	D***	81.00	6	High
Leaving my current job will be costly for me..	115	34	51	2.32	0.86	5.29	D***	77.33	8	High
The field as a whole	n=200			2.42	0.74	Average = 2		80.72	~	High

- *With Regard to the Area of Problem Identification as One of the Dimensions of the Decision-Making Scale* (Table 5)

Table 5. Shows the value of "T" to indicate the differences between the arithmetic averages and the legal average of the degree of respondents' estimates for the field of identifying the problem as one of the dimensions of the decision-making scale

Number Ferry	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	level Significance	Relative weight	Order	Grade
I participate in identifying problems you face at work	116	70	14	2.51	0.63	11.52	D***	83.67	3	High
My boss consults me in ordering the problems facing the work according to their importance	141	17	42	2.50	0.82	8.53	D***	83.17	4	High
My boss consults me in prioritizing problems.	148	19	33	2.58	0.76	10.70	D***	85.83	1	High
I share all the data and information about the problems you face at work	125	63	12	2.57	0.61	13.18	D***	85.50	2	High
I can deal with problems you face at work, no matter how difficult they are.	103	80	17	2.43	0.65	9.41	D***	81.00	5	High

| The field as a whole | n=200 | 2.52 | 0.69 | Average = 3 | 83.83 | - | High |

- *With Regard to the Field of Alternative Development as One of the Dimensions of the Decision-Making Scale* (Table 6)

Table 6. Shows the value of "T" to indicate the differences between the arithmetic averages and the legal average of the degree of respondents' estimates for the field of alternative development as one of the dimensions of the decision-making scale

Ferry Number	Ok	neutral	exhibitions	Arithmetic mean	Deviation Normative	Value "T"	level Significance	Relative weight	Order	Grade
I participate in putting forward appropriate alternatives to the decision	130	24	46	2.42	0.84	7.06	D***	80.67	3	High
I participate in identifying the positives of each of the decision alternatives	124	62	14	2.55	0.62	12.46	D***	85.00	1	High
I participate in identifying the negatives of each alternative to the decision	96	83	21	2.38	0.67	7.94	D***	79.17	4	High
I participate in determining the outcome of each of the decision alternatives	122	59	19	2.52	0.66	10.96	D***	83.83	2	High
I participate in determining the compatibility of alternatives with decisions made in regulation	96	77	27	2.35	0.71	6.91	D***	78.17	5	High
The field as a whole	n=200			2.44	0.70	Average = 3	81.37	-		High

CONCLUSION

- The results of the study indicate that the field of determining the importance of organizational behavior within institutions received a grade of (high), which falls between the averages of 2.34 to 3.00.
- The results of the study indicate that the confidence domain as one of the dimensions of the organizational behavior scale received a score of (high), which falls between the averages of 2.34 to 3.00.
- The results of the study indicate that the field of teamwork culture as one of the dimensions of the organizational behavior scale received a grade (high), which falls between the averages of 2.34 to 3.00.
- The results of the study indicate that the field of management practices as one of the dimensions of the organizational behavior scale received a grade (high), which falls between the averages of 2.34 to 3.00.

- The results of the study indicate that the field of emotional and physical organizational commitment as one of the dimensions of the organizational behavior scale received a grade (high), which falls between the averages of 2.34 to 3.00.
- The results of the study indicate that the field of identifying the problem as one of the dimensions of the decision-making scale received a score of (high), which falls between the averages of 2.34 to 3.00.
- The results of the study indicate that the field of control and follow-up as one of the dimensions of the administrative decision-making scale received a grade of (high), which falls between the averages of 2.34 to 3.00.

Recommendations and Proposals of the Study

1. The study emphasizes the need for leaders within organizations to adhere to an ethical charter that is binding on all levels and all workers on organizational decision-making within charitable organizations.
2. The need to develop organizational behavior as a material for students of business administration and management in universities because of the importance of this course in practice for administrative leaders in the private sector.
3. Developing participation in the decision-making process among the members of the boards of directors of civil and charitable societies in the Kingdom of Saudi Arabia.
4. Work to reduce the psychological and social pressures of the members of the Board of Directors while working on decision-making to improve relations between employees and members of the Board of Directors of organizations.
5. Relying on leadership relationships more than administrative relationships that help achievement and performance effectiveness

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