

DECISION-MAKING PROCESSES BETWEEN CONTEXTUAL FACTORS AND THE STRUCTURAL DIMENSIONS OF THE ORGANIZATION: STRUCTURAL EQUATIONS MODELING ANALYSIS

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Abstract

This study aims to identify the contextual dimensions of the organizational structure represented in size, technology, strategy, culture, and the environment in the decision-making process. As well as to test the relationship between the organizational structure with its dimensions: formalization, centralization, complexity, specialization, and the decision-making processes with its dimensions: identifying and diagnosing the problem, developing work paths, and decision-making. A scale was designed to collect data from the study sample of 89 specialized economic organization administrative employees. The results of the study show the existence of a statistically significant effect of administrative complexity on decision-making processes. Also, there are statistically significant differences among the studied sample members due to the following variables: educational level, career level, and job experience. Furthermore, looking at the individual differences of decision makers as a significant factor explains the variation in performance. The study concludes with a set of recommendations; the main ones are the necessity of harmonizing the dimensions of the organizational structure and looking at them as strategic variables that contribute to directing the organization towards the planned paths through a set of decisions.

Keywords: *organizational structure; structural dimensions; contextual dimensions; decision-making.*

JEL Codes: M54, L22

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1. Literature review:

The rapidly changing business environment is posing challenges to organizations. The organizational structure is the most critical mechanism for interaction and change response. It must adapt its paths and internal organization accordingly, where it provides responses and reactions that are translated into decisions to interpret problems or capitalize on opportunities related to the organization's contextual factors, such as the environment, size, and technology (Daft & Weick, 1984). Similarly, the complexity of the business environment necessitates developing high-quality decisions that consider all aspects of the organization (Fabac, 2010). Organizational success is linked to making decisions compatible with their environment, internal organization, and external environment (Hollenbeck et al., 2002)

The organizational structure refers to the roles formed according to a hierarchy following the organization's goals (Koochborfardhaghghi & Altmann, 2017). It also describes how individuals work following the organization's design, as well as the mechanisms for decision-making, rules, and procedures that support this. (Chen et al., 2010). Through it, the various interrelationships between the parts of the organization are defined, including responsibilities and how decisions are taken to enhance the organization's productivity (Waribugo & Etim, 2016). The organizational structure, in this context, is the formal system for dividing work among employees and achieving coordination between them by defining authority, responsibilities, and decision-making centers (Akbari, Amirkhani, & Daraei, 2018). It also empowers employees to be oriented and inspired to cooperate and work as one team for the organization's superiority (Jennifer & Gareth, 2012). The organizational structure is a collaborative system that organizes various employee relations to reach goals through indicators such as job descriptions, leadership style, rules, and responsibility (Fitria et al., 2017). In addition, it imposes the distribution of roles without conflict (Delic & Nuhanovic, 2010). It embodies the framework and style of management in directing the behavior of individuals and coordinating their various efforts toward achieving the goals organization (Thomas, 2015). Despite the diversity of the initial concepts, they all share a fundamental point of view. The organizational structure is a strategy for achieving the organization's objectives by coordinating the efforts of its personnel and mobilizing its resources to form a framework for decision-making. Furthermore, the organizational structure is the assembly of individuals following the tasks and responsibilities specified (Stamevska & Stamevski, 2016) to guarantee competitive capabilities for organizations (Atanasova & Yaneva, 2021) because they operate in a changing and nonhomogeneous environment that requires effective decisions (Kuzmanova, Atanassov, & Alexandrova, 2017).

The design of organizational structures differs due to the various context determinants that impose themselves as an influential factor in selecting the appropriate dimensions (Pugh et al., 1969). Environment, strategy, organizational culture, technology, and size are the most critical determinants of organizational structure. Hence, organizations exist in environmental contexts characterized by difficulty predicting, sustaining, and accelerating change (Emery & Trist, 1965). In order to choose the appropriate organizational structure, it is best to understand the characteristics of those contexts and their requirements to find the structural arrangements to adapt together (Hannan & Freeman, 1977). Thus, the primary goal of the structural design is to facilitate the flow of information from the external environment and effectively process it within the organizational units (Astley & Fombrun, 1983). However, the strategy refers to the appropriate location of the organization and the appropriate selection of decisions (Mintzberg, 1987). D. J. Hall and Saias (1980) stated that strategy is a detailed statement of the organization's goals to be achieved through the policies of the relevant organizational structure. In other words, strategy is adapting the organization's relationship with its environment by selecting the best structure and techniques (Miles et al., 2012).

On the other hand, organizational culture refers to the set of features and characteristics that differentiate organizations through programming and conditioning individuals with the same educational background and life experience (Barney, 1986; Hofstede, 1980). Because culture is a tool for shaping and directing behavior, the context of organizational culture can improve the application of organizational structure policies (Janićijević, 2013). The organizational technology used determines mechanisms of interaction of individuals and their mutual reliance to perform tasks, as well as contributing to the adaptation and modification of the dimensions of the organizational structure between the central units and their branches (Hickson et al., 1969; James & Jones, 1976).

In addition, to properly control the behavior of its members, the organization's success requires coordination between its organizational structure and size (Child, 1975). The organization's size determines the various organizational issues applied through the organizational structure, such as formality and job descriptions (Aldrich, 1972). Several factors, including the size of the workforce and the number of organizational locations, determine the organization's size (Child, 1973). The contextual factors of the organizational structure represented by the environment, strategy, culture, technology, and size are relied on to adapt and choose the dimensions of the organizational structure that are appropriate for the situation, which forms the appropriate structural design.

However, the dimensions of the organizational structure refer to the various activities, policies, and procedures that the organization uses to describe, control, and predict the behavior of its members toward achieving goals. As for the contextual

dimensions, it defines the environment in which these activities occur (Dalton, Todor, Spendolini, Fielding, & Porter, 1980). It defines organizations' distinguishing features and characteristics, providing a framework for evaluating and comparing them (McKelvey & Pfeffer, 1984). The structural dimensions define the organizational forms used, and each structural type has its dimensions. The functional structure, for example, is distinguished by high levels of formality, specialization, and centralization. In contrast, high levels of modularity distinguish the network structure. The dimensions of the organizational structure allow organizations to gain a competitive advantage by combining dimensions that meet the organization's needs (Lee et al., 2015). The structural dimensions differ according to the situations, variables, the environment in which the study was conducted, and the complexities it imposes (Reimann, 1974). The structural dimensions also provide the capabilities and requirements necessary for the success of each organization (Snow et al., 2006). Hence, the organizational structure's dimensions vary depending on the time of the study, the subject of the study, and the most important related variables. Table 1 summarizes the most important studies that addressed organizational structure dimensions:

Table no. 1 – Organizational structure dimensions

Author	Variable Dimensions
Max weber, 1947	Division of labor, specialization Rules and regulations, hierarchy of authority
Pugh, 1968	Specialization, standardization formalization, centralization, configuration, flexibility
Reiman, 1973	centralization of authority, specialization, formalization
Robbins, 1990	Complexity, centralization, formalization.
Blau, 1996	The span of control, hierarchy, size.
Galbraith, 2002	Specialization, shape, distribution of power authority, centralization or decentralization, departmentalization
Daft, 2010	Contextual dimension: culture environment, goals and strategy size, technology. Structural dimensions: formalization, specialization, hierarchy of authority centralization, professionalism, personnel ratios.

Source: Elaborated by the authors; based on authors' studies

Specialization, formality, complexity, and centralization present the widely used dimensions of structural organization. Although the dimensions differ from another study, they are linked to a common goal of maintaining internal organization and accompanying

external changes. Functional specialization divides formal responsibilities into distinct and recognizable job areas and roles (Child, 1972). In specialization, individuals are assigned focused tasks that require a specific set of abilities and qualifications. Also, individuals are assigned limited tasks in highly specialized jobs (Harris & Hartman, 2013). A distinction is made in specialization between simple, routine, repetitive tasks and complex tasks that require specialized expertise and skills (Blau, 1970). Adeyoyin et al. (2015) stated that specialization helps increase the worker's productivity and the difficulty of attracting other workers because they do not have their skills and abilities. Increasing the worker's specialization provides him with job security. Also, formalization is the degree to which employee behavior and job requirements are regulated through formal rules, processes, and job descriptions (C D'Souza & Bhowmick, 2012). Formalization serves to ensure effective decision-making (Mishra & Maharana, 2019). Formalization makes it possible to control the outcomes of decisions because of the possibility of predetermining the procedures used in decision-making processes. In bureaucratic organizations, a formalization is a form of control used to guide decision-making processes (Pierce & Delbecq, 1977).

In addition, complexity is the degree to which an organization's internal division into parts is reflected in the division of labor, the number of hierarchical levels, and spatial dispersion (R. H. Hall, Johnson, & Haas, 1967). Complexity is related to the extent to which roles are defined in terms of their objectives, task orientation, and level of independence (Wahba, 2014). It may also express the degree of differentiation and differences in attitudes and behaviors within the organization (Beyer & Ullrich, 2022). It is also considered to be a response to the organization's internal environment and what it includes of processes, techniques, and administrative methods, as well as to the organization's external environment and what it contains customers, markets, and suppliers (Dooley, 2002). At the same time, centralization, as an essential dimension of the organizational structure, refers to the location of all organizational processes and decision-making authority in one location (Nilles, 1975). It defines the power and authority of those who influence the decision-making process in the organization and works to direct the goals clearly, which is positively reflected in the organization's performance (Andrews et al., 2009; Pugh et al., 1968). Thus, the principle of centralization is preferred when the environment is unstable, and accordingly, the decision-making process follows a centralized approach (Basol & Dogerlioglu, 2014). Briefly, dimensions of the organizational structure are considered translations to the capabilities of its constituent members, which must vary according to the work environment and its characteristics. Therefore, there are no unified dimensions for each organization.

The organizational structure is a framework that directs the behavior of individuals and groups in its various dimensions to make decisions at the level of departments and

divisions. As a result, the organizational structure is defined as a decision-making mechanism that must be designed in such a way that it can take advantage of the tacit knowledge of the organization's members (Grant, 1996). The foundations of organizational structure design are to find strategies that serve the needs of the various decision-making stages. For this, the structure follows the organization's environment and facilitates knowledge sharing between organizational levels to improve decision-making (Felin & Powell, 2016). In our current era, all organizations in different forms are based on creating organizational relationships among their members to achieve the desired goals through various administrative decisions. Hence, all the concepts and principles of the organizational structure are related to the decision-making and decision-making processes.

Even though the terms decision-making and decision-taking are frequently used interchangeably with the same meaning and context, there is a distinction between them. Decision-making is selecting and processing existing knowledge to deal with problems (Spender, 1996). Decision-making involves a set of criteria to find alternatives to solve a problem by formalizing thought processes and gathering information to determine the most appropriate alternative (Saaty, 2008). It aims to reach suitable paths to manage the organization and work on its continuity (Davis, 2017; Omarli, 2017). In this context, decision-making is the outcome of cooperation between individuals to understand situations using different ways of thinking, as well as to formulate strategies and standards and adhere to them in order to act in situations that require solutions. It is based on collecting and analyzing information related to the situation (Jepsen & Dilley, 1971; McGregor, 2001). However, decision-taking is evaluating options based on the factors surrounding the problem and its characteristics to develop an appropriate alternative (Andreis, 2020). Decision-taking is the selection of appropriate solutions to existing problems (Shahsavarani et al., 2015). It is also the process of embodying and implementing the scheduled plans made by the organization (Simon, 1944). Thus, decision-making is the process of building cognitive inferences to issue judgments to find a solution to the problems or exploiting the available opportunities through determined paths consistent with the decision-making situation. In contrast, decision-taking is a stage of decision-making in which a choice is made between the available alternatives using the criteria formulated and reached through the decision-making stage.

Moreover, the decision summarizes employees' efforts, participation, and commitment to reaching the organization's goals (Abubakar et al., 2019). It is the basis of all organizational processes and obligations that must be fulfilled. Analysis of decision-making processes contributes to understanding organizational behavior (Choo, 2007). Decision-making contributes to allocating and distributing various resources between parts of the organization according to considerations and priorities to prevent competition and

conflict between them (Pfeffer & Salancik, 1974). Thus, decision-making represents appropriate behaviors, social values, and systematic construction to act intelligently with the different standing and exploit opportunities (Feldman et al., 1981). It is also a path and methodology for agreed-upon strategies and plans, which are considered a summation and integration of all the efforts at organizational levels (Goold & Quinn, 1990). It shows the importance of decision-making in the organization through the correct framework and power relations, divisions of roles, and acceptable behaviors to work accordingly (Ranson, Hinings, & Greenwood, 1980). Hence, decision-making represents the administration and what it includes of operations and coordination mechanisms to deal with the organization's inputs (Fama, 1980).

Individual, environmental, and technological factors all influence decision-making. Regarding the manager's personality, his role is that of a decision-maker, so his response to various situations and opportunities results from his skills, know-how, and experience (Porter & Lawler, 1965). The characteristics of individuals involved in the decision-making process and their social and cultural backgrounds form the basis of their behavior characteristics of the environment in which decision-making occurs (Bachrach & Baratz, 1963; Ford & Richardson, 1994). The organization is an open system that influences and is affected by the environment and cannot ignore its dimensions. Likewise, the dynamic environment forces decision-makers to act according to limited information (Baum & Wally, 2003). The strategies adopted by the organization and the type of structure appropriate to it, for example, the defender's strategy, require the decentralization of decision-making and focuses primarily on customers (Olson et al., 2005). Technology helps develop and evaluate alternatives and empowers individuals to participate in the decision-making process (Huber, 2009). In addition, the organization's culture is a mechanism for dealing with difficult decisions by influencing the behavior of individuals towards enhancing a sense of belonging to the institution and working to achieve goals as one entity (Tierney & William, 2011). The same applies to the size of the organization, where organizations of large size require comprehensive information and an in-depth analysis process to deal with the decision-making process (Fredrickson & Iaquinto, 1989). Time pressure impacts response effectiveness and dealing with situations by relying on negative behaviors such as rapid information processing without comprehensive analysis (Simon, 1987). Thus, identifying strategies and factors affecting the decision-making process and adapting them to achieve quality decisions and reach the desired results (Janssen et al., 2017).

There are many important links between strategy making and its structure and its positive impact on decision-making by assigning the participating individuals according to their job specialization. In addition, companies with complex structures need longer time

horizons in decision-making compared to simple structures. Decentralization also contributes to increasing the scope of administrative participation in analyzing problems, choosing appropriate decisions, and facilitating their implementation (Miller, 1987). Wally & Baum (1994) illustrated the positive impact of intuition and cognitive abilities of managers on intelligence, design, and choice activities that formulate strategic decision-making. There is also a relationship between formalization and the tendency to work. In contrast, formalization cannot compensate for the comprehensiveness of knowledge necessary for decision-making. Also, organizations may achieve effective decision-making in light of environmental uncertainty by harmonizing their organizational structure with the technology used (Covin et al., 2001). Baum & Wally (2003) concluded that formalizing routine procedures speeds up the strategic decision-making process, in addition to centralization and its positive role in accelerating faster decisions by reducing time-consuming negotiations and other behaviors designed to achieve consensus. Organizations can also control the speed of decision-making through the organizational conditions represented in the dimensions of the organization's structure.

Study Hypotheses:

After presenting the study literature and concepts related to study variables, the study hypotheses are:

H1: Dimensions of the organizational structure significantly affect decision-making.

H2: There are statistically significant differences regarding decision-making due to personal variables: gender, age, educational level, career level, and job experience.

2. Method:

2.1 Population and sample:

The appropriate measure to achieve the objectives of the study is the questionnaire. The questionnaire was designed based on some previous studies related to the subject of the study. The questionnaire was given to a sample group of 89 administrative employees in the study organization, a subsidiary of Algeria's national state-owned oil company Sonatrach, specializing in pipeline transportation activity in the Hassi Rmel region. The questionnaire consists of two parts. The first part includes personal and job data: gender, age, educational level, job level, and years of experience. The second part: Was divided into two axes. The first axis relates to the dimensions of the organizational structure. Four dimensions have been developed, and a set of phrases related to each dimension have been allocated. The second axis relates to the decision-making dimension. The following table illustrates this:

*Table no. 2 - Measurement items used
Items*

Variables	Items
Formalization	Formal1, Formal2, Formal3, Formal4.
Centralization	Centr1, Centr2, Centr3, Centr4.
Complexity	Compl1, Compl2, Compl3, Compl4.
Specialization	Special1, Special2, Special3, Special4.
Decision -making	Decisi1, Decisi2, Decisi3, Decisi4, Decisi5, Decisi6 Decisi7, Decisi8, Decisi9, Decisi10, Decisi11, Decisi12

2.2. Characteristics of the study sample:

Table no. 3 - The Description of the Study Sample

Variables	Percentage %	
Gender		
Male	56	62.9
Female	33	37.1
Age		
Less than 30	39	43.8
from 30-50 years old	50	56.2
50 years or more	/	/
Educational level		
Secondary and lower	4	.45
Bachelor or master	67	75.3
Postgraduate	18	20.2
Careerlevel		
Senior level	53	.596
Mid-level	22	24.7
Entry-level.	14	15.7
Job experience		
Less than 5 years	43	48.3
From 6-10 years	29	32.6
10 years or more.	17	.191

Source: elaborated by researchers based on SPSS 24 outputs

2.3 Statistical analysis of the study sample's perspectives:

Arithmetic means and standard deviations were calculated to test the extent of the organization's employees' approval of the questionnaire axes, as shown in the table below:

Table no. 4 - Descriptive statistics analysis

Variables	Mean	Std deviation
Specialization	4,0365	0,71564
Centralization	3,8596	0,69796
Complexity	3,9354	0,59535
Formalization	3,8455	0,65551
Decision -making	3,8764	0,55790

Source: elaborated by researchers based on SPSS 24 outputs

Through the table of descriptive statistics analysis, the response of the study sample is positive on most of the items of the dimensions of the study. Likewise, the trends of all items were within the agreed category. At the same time, the formalization dimension is the highest among the averages, with an arithmetic mean of 4.0365 and a standard deviation of 0.7156. It is explained by the fact that the organization formalizes roles to clarify roles and reduce conflicts to make decisions faster.

3.Outer model tests:

The purpose of evaluating the standard form is to ensure the convergence of the questions, the accuracy of the scale used, and its suitability for the subject of the study. The convergent validity and discriminative validity criteria are used.

3.1 Convergent validity test:

Some items whose saturation was less than the criterion set for full acceptance of 0.40 should be omitted due to their impact on the model's composite reliability, internal consistency, and discriminant validity. If the item's saturation is between 0.40-0.70, it is necessary to determine the effect of deleting this item on increasing the value of the remaining model criteria. On the other hand, items whose saturation equals or exceeds 0.70 are retained because they belong to this dimension. The results of the model's convergent validity tests are summarized in Table no.5 after deleting the items and improving the study model.

Table no. 5 - Construct Reliability and Validity

Constructs	Items	Factor Loadings	CR	AVE	Cronbach's alpha
Formalization	Formal1	0.700	0.856	0.668	0.771
	Formal2	0.873			
	Formal3	0.668			
	Formal4	0.825			
centralization	Centr1	0.842	0.858	0.668	0.764
	Centr3	0.857			
	Centr4	0.748			
Complexity	Compl2	0.635	0.790	0.562	0.594
	Compl3	0.686			
	Compl4	0.901			
specialization	Special1	0.829	0.876	0.702	0.788
	Special2	0.868			
	Special4	0.816			
Decision -making	Decisi3	0.739	0.864	0.516	0.811
	Decisi4	0.724			
	Decisi5	0.663			
	Decisi7	0.709			
	Decisi9	0.800			
	Decisi12	0.663			

Source: prepared by researchers based on the outputs of the smart pls 4

3.2 Discriminant validity tests

The degree to which a construct differs from others is referred to as discriminant validity. Cross loading is an indicator that ensures that the items represent the dimension to which they belong, and that their values are greater than the rest of the dimensions. This is illustrated in table 6.

Table no. 6 - Cross Loadings test

	Specialization	Centralization	Complexity	Decision -making	formalization
Specia1	0.829	0.509	0.525	0.569	0.691
Specia2	0.868	0.389	0.628	0.525	0.569
Specia4	0.816	0.338	0.477	0.493	0.341
Centr1	0.382	0.842	0.371	0.434	0.598
Centr3	0.518	0.857	0.375	0.527	0.594
Centr4	0.244	0.748	0.184	0.257	0.464
Compl2	0.381	0.367	0.635	0.389	0.348
Compl3	0.410	0.272	0.686	0.462	0.168
Compl4	0.636	0.287	0.901	0.559	0.421
Decisi3	0.404	0.387	0.397	0.663	0.513
Decisi4	0.447	0.388	0.523	0.739	0.414

Decisi5	0.488	0.361	0.443	0.724	0.412
Decisi7	0.461	0.323	0.357	0.663	0.512
Decisi9	0.455	0.313	0.485	0.709	0.357
Decisi12	0.475	0.482	0.516	0.800	0.457
Formal1	0.328	0.410	0.203	0.408	0.700
Formal2	0.721	0.529	0.428	0.558	0.873
Formal3	0.318	0.521	0.252	0.352	0.668
Formal4	0.540	0.646	0.369	0.547	0.825

Source: prepared by researchers based on the outputs of the smart pls 4

Each item has obtained higher values with its dimension than the other dimensions, indicating that all items are related to the dimension to which they belong. In other words, the independence of each dimension's expressions and their lack of interference with other dimensions. For example, the item centr3, with a value of 0.857, the highest value in the line to which it belongs, explains that it belongs to the dimension of centralization and has a strong influence.

Also, The Fornell Larcker test compares latent variable correlations with the square root of the AVE of the construct. Each construct's square root value should be greater than the highest correlations with any other construct. Table 7 presents the results of this test.

Table no. 7 - Fornell-Larcker test

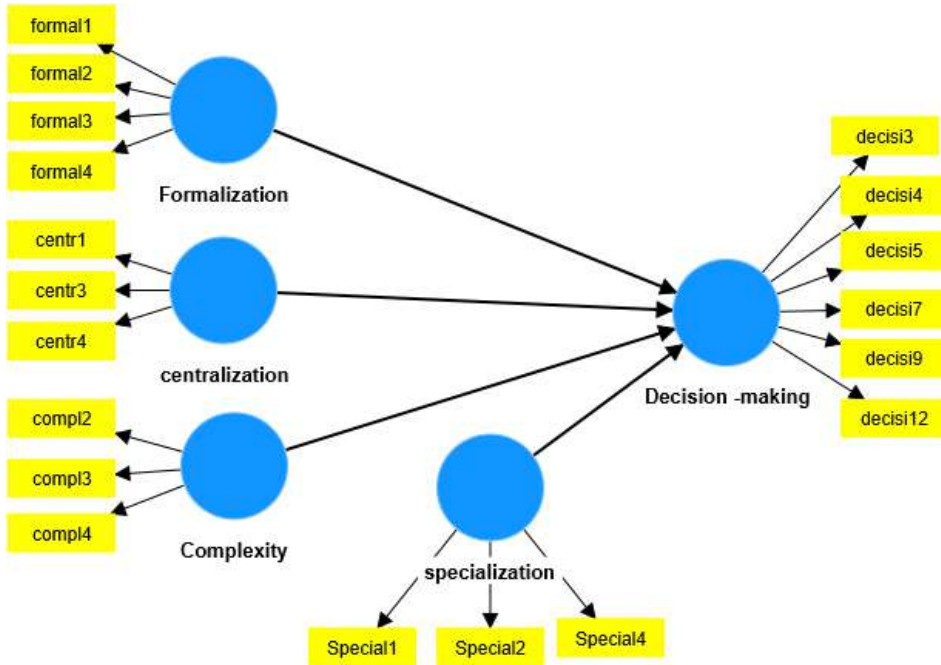
	Complexity	Decision making	Formalization	Centralization	specialization
Complexity	0.749				
Decision making	0.634	0.718			
Formalization	0.420	0.618	0.771		
centralization	0.402	0.527	0.685	0.818	
specialization	0.649	0.633	0.647	0.497	0.838

Source: prepared by researchers based on the outputs of the smart pls 4

All variables are associated with each other and thus represent themselves with the highest value compared to other variables. It means there is no overlap between the study variables, which are independent and belong to the dimension they represent. Thus, all latent variables are independent, which confirms the discriminant validity of the model.

The final measurement model is as follows:

Figure no.1 Model of Final Measurement



Source: prepared by researchers based on the outputs of the smart pls 4

3.3 Inner model evaluation

The inner model investigates the relationship between all latent variables in the study. The quality of conformity of the structural model is assessed using a set of criteria: coefficient of determination, effect size, and predictive ability.

3.3.1 Coefficient of Determination (R^2 value)

R^2 the coefficient of determination is the most commonly used measure to evaluate structural models.

Table no. 8 - Coefficient of Determination (R^2)

Construct	R-Square	R-Squareadjusted
decision-making	0.567	0.546

Source: prepared by researchers based on the outputs of the smart pls 4

R^2 is a statistically acceptable value. As a result, the independent variable organizational structure dimensions: specialization, centralization, complexity, and

formalization explain approximately 56.7% of the dependent variable represented in the decision-making.

3.3.2. Effect Size f

To explain and know the effect size of each independent variable in the dependent variable, we rely on the effect size indicator f^2 according to table 9:

Table no. 9 - Effect Size decision-making

Specialization	0.021
Centralization	0.012
Complexity	0.181
Formalization	0.082

Source: prepared by researchers based on the outputs of the smart pls 4

Administrative complexity moderates decision-making because f^2 equals 0.181 and is confined between 0.15-0.35. There is a small effect of formalization and specialization on the decision-making process because the value of f^2 was confined between 0.02-0.15. in contrast, centralization has no effect on the decision-making process because the value of f^2 was less than 0.02.

3.3.3 Predictive Relevance Q^2 :

Table 10 reveals the Q^2 value of the latent variable:

Table no. 10 - Predictive Relevance Q^2

Construct	Q^2
decision-making	0.488

Source: prepared by researchers based on the outputs of the smart pls 4

The value of Q^2 is significant and acceptable because it is greater than zero. There is the ability of the independent variable to predict and explain the dependent variable.

4. PLS-Bootstrapping Hypothesized Structural Equation Model (SEM):

The first research hypothesis of the present study is:

H1:Dimensions of the organizational structure significantly affect decision-making.

The results of testing the impact of organizational structure dimensions on the decision-making process are shown in Table no 11.

Table no. 11 - Path Coefficients analysis.

Hypothesis	Sample mean	STDEV	T-Values	p-Values	Decisions
specialization ->decision-making	0.143	0.120	1.256	0.209	Not Supported
centralization->decision-making	0.113	0.099	1.007	0.314	Not Supported
complexity ->decision-making	0.379	0.084	4.401	0.000	Supported
formalization ->decision-making	0.298	0.155	1.914	0.056	Not Supported

Source: prepared by researchers based on the outputs of the smart pls 4

The probability value of the specialization variable is 0.209, which is greater than the value of the significance level of 0.05. Therefore, the null hypothesis H0 is accepted. There is no statistically significant effect of the specialization dimension on organizational decision-making. It is explained by workers focusing on their functional areas so that their tasks and duties are precisely defined. Thus, when employees focus on their job departments, they can diagnose problems and make decisions only within their specializations. The probability value of the centralization variable is equal to 0.314, which is greater than the value of the significance level of 0.05. The null hypothesis H0 is accepted, and there is no statistically significant effect of centralization on decision-making in the organization. Decision-making process is concentrated in the organization. Thus, employees' actions at the lower administrative levels are concerned with accountability and dependence. There is also the possibility of delegating some authorities according to their specificity and importance to the operational levels without departing from the control of the upper levels.

The probability value of the administrative complexity variable was 0.000, which is less than the significance level of 0.05. The alternative hypothesis H1 is acceptable, and there is an effect of the administrative complexity dimension on decision-making in the organization. The dimension of complexity depends on the parts of the dimension of specialization, with different dimensions of complexity that require: the organization's focus on particular skills, the increase in the number of its units and the multiplicity of its administrative levels, the dispersion of its locations, in addition to the external conditions that impose themselves in the organization's policies, all of which aim to control the quality of decisions.

The formalization variable had a probability value of 0.056, which was greater than the level of significance of 0.05. The null hypothesis H0 is acceptable, and the

formalization dimension does not affect organizational decision-making. Strict reliance on laws, procedures, and rules to program and control individual behavior, unify, and standardize their methods of accomplishing tasks may impede the informal organization of individuals, failing to take advantage of informal communication channels that provide information and generate knowledge that directs decision-making.

The second hypothesis of the present research paper is:

H2: There are statistically significant differences regarding decision-making due to personal variables: gender, age, educational level, career level, and job experience.

Table no. 12 - The results of t-test of two independent samples

decision-making	F	Df	Sig.
Gender	1.484	88	0.227

Source: elaborated by researchers based on SPSS 24 outputs

Sig value is 0.227, which is greater than 0.05. The alternative hypothesis is acceptable, and there are no significant differences in decision-making due to the gender variable.

Table no. 13 - Differences hypothesis results

Variables		Sum of Squares	Df	Mean Square	F	Sig.
Age	Between Groups	0.392	1	0.392	1.262	0.264
	Within Groups	26.999	87	0.310		
Educational level	Between Groups	25.511	2	0.940	3.167	0.047
	Within Groups		86	0.297		
Career level	Between Groups	2.033	2	1.017	3.448	0.036
	Within Groups	25.357	86	0.295		
Job experience	Between Groups	3.363	2	1.682	6.916	0.004
	Within Groups	24.027	86	0.279		

Source: elaborated by researchers based on SPSS 24 outputs

The significant value, sig, is greater than 0.05 for the age variable. Thus, due to age, there are no statistically significant differences in decision-making among the organization's employees. While the significant value Sig for the educational, career, and experience level variables was less than 0.05, thus, there are statistically significant differences in decision-making among the sample members in the organization due to the abovementioned variables.

5. Conclusions and recommendation:

Organizations are decision-making processes. Organizational decisions result from their organizational structure. The study linked the dimensions of the organizational structure and decision-making processes. The organizational structure expresses the internal structure of the organization. It works to find the appropriate combination of the various resources. The interactions between the parts of the organization aim to make decisions that prove the organization towards the desired paths. The dimensions of the organizational structure are divided into structural and contextual dimensions. Structural dimensions aim to control the behavior of individuals in the organization and the ability to predict it to achieve the ruled goals, which are considered a reference for design structural. Contextual dimensions define the environment in which the decision-making process takes place. Thus, the relationship between contextual dimensions and the organization's internal organization is controlled and adapted through structural dimensions. Accordingly, decision-making depends on contextual dimensions: size, technology, strategy, and cultural environment.

Organizations differ according to their activities and characteristics, the context in which they operate, and the situations they face. Their needs vary regarding capabilities, organizational procedures, and appropriate decisions. Thus, each organization is unique in adapting and controlling its structural dimensions in a way that effectively translates its administrative decisions. Concerning the formalization dimension, the study concluded that the organization is marked by high formality to unify and control the behavior of its members through the use of rules and procedures for making quick decisions. High formalization, on the other hand, may stifle creativity and individuals' interactive nature, allowing for the acquisition and exchange of knowledge integrated into decision-making processes. As a result, formalization must be tailored to the nature of specializations and tasks. In the context of the centralization dimension, the organization relies on the central approach in decision-making, which provides controls for performance and taking and works on coordination between the parts of the organization. However, sometimes the organization's strategy involves using lower levels to make decisions, taking their opinions and suggestions, and trying to use them to support the decision-making process.

In the context of the complexity dimension, the organization's functions need specialized knowledge and high skills to face problems and choose appropriate courses of action. The organization's field of activity is far from routine tasks that require standardization, so complex tasks are accomplished by forming work teams that support decision-making processes through the participation of individuals. In addition, the organization develops employees' capabilities according to the needs of their specialties in

terms of skills, abilities, and knowledge to assign each specific task. In contrast, high specialization makes employees focus on their fields without having knowledge and interest in other departments, in addition to the routine that makes it challenging to predict work problems and find solutions. Furthermore, the present research recommends reducing individual differences through training programs and adapting the contextual dimensions of size, technology, strategy, culture, and environment and making them serve and achieve the goals of the organization using the dimensions of the organizational structure and finding the composition compatible with the organization's activity.

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Appendices

Appendix A1: Questionnaire Items

code	item	Strongly disagree	disagree	neutral	agree	Strongly agree
1.1	Formalization					
Formal1	The organization has manual procedures that show the steps for carrying out the work.					
Formal2	Decisions are made following the laws and regulations that govern the workplace.					
Formal3	The organization's rules help to carry out tasks comfortably.					
Formal4	Instructions within the organization are communicated in written form.					
1.2	Centralization					
Centr1	The decision-making center is known in the organization.					

Centr2	Top management exerts tight control over decisions made at lower management levels.					
Centr3	My boss involves me in organizational work decisions.					
Centr4	I present business issues to higher-level decision-makers.					
1.3	Complexity					
Compl1	Organizational functions necessitate specialized knowledge.					
Compl2	Communication is accessible at higher levels in the organization.					
Compl3	The organization's activities are distributed over several sites.					
Compl4	The organization encourages the completion of complex tasks through work teams.					
1.4	Specialization					
Special1	The organization develops the capabilities of employees according to their specialization.					
Special2	I carry out assignments which commensurate with my academic qualifications.					
Special3	I find it difficult to do various jobs in the organization.					
Special4	Work is divided in the organization based on the employees' specializations.					
2.1	identifying and diagnosing the problem					
Decisi1	I can foresee business problems before they occur.					
Decisi2	I can identify the causes of the problems I encounter.					

Decisi3	The organization allows us to discuss the problems we face at work collectively.					
Decisi4	Specialized committees are formed to analyze work problems.					
2.2	developing work paths					
Decisi5	I build solutions based on my previous experience and knowledge.					
Decisi6	I rely on regulations and laws to guide me when generating alternatives.					
Decisi7	The organization relies on the suggestions and opinions of employees in the decision-making process.					
Decisi8	The organization uses modern technical methods to balance the available alternatives.					
2.3	decision-making					
Decisi9	The organization's procedures allow timely decisions to be made.					
Decisi10	I have sufficient qualifications to make a decision.					
Decisi11	I use the recommendations provided to me by the work team in making decisions.					
Decisi12	The administration processes and evaluates the implementation of decisions.					