

أثر ترشيد اتخاذ القرار على كفاءة الأداء في الشركة الليبية الأفريقية للطيران القابضة

مصطفى مفتاح الأشلم - كلية اقرأ للأعمال ، جامعة جيوماتيكا -
كوالالمبور، ماليزيا - الأكاديمية الليبية - مصراتة

Mustafa.alashalm@gmail.com

نهج عبد المجيد علوي - كلية اقرأ للأعمال، جامعة جيوماتيكا - كوالالمبور،
ماليزيا - جامعة عدن- اليمن

Dr.nahg@geomatika.edu.my

خيرى أحمد مسعود - كلية اقرأ للأعمال، جامعة جيوماتيكا ، كوالالمبور، ماليزيا
khairi@geomatika.edu.my

المخلص :

يُعتبر مؤشر كفاءة الأداء مؤشراً مهماً يدل على حسن سير العمل داخل أي شركة ، ومع ذلك تُواجه المؤسسات العامة الليبية تحديات عديدة من حيث كفاءة الأداء وترشيد اتخاذ القرارات ؛ لذا تهدف هذه الدراسة إلى معرفة أثر ترشيد اتخاذ القرار على كفاءة الأداء في الشركة الليبية الأفريقية للطيران القابضة .

استخدمت الدراسة تصميم البحث الكمي الوصفي ، وتم جمع البيانات باستخدام استبيان الذي تم توزيعه على 366 موظفا في الشركة ، وتم تحليل البيانات باستخدام الإحصاء الوصفي والاستنتاجي عبر برنامج SPSS. ، وأظهرت النتائج أن هناك تأثيراً إيجابياً ذا قيمة معنوية لترشيد القرارات على تحسين كفاءة الأداء في الشركة الليبية الأفريقية للطيران القابضة.

الكلمات المفتاحية : ترشيد اتخاذ القرار، كفاءة الأداء، المراجعة الإدارية، الشركة الليبية الأفريقية للطيران

Effect of Rationalizing Decision Making on Performance Efficiency at the Libyan African Aviation Holding Company

By

Mustafa Meftah Eleshlam^{1,2}

1. IQRA Business School, University Of Geomatika Malaysia, Kuala Lumpur, Malaysia

2. Libyan Academy, Mistrata, Libya
Mustafa.alashalm@gmail.com

Nahg Abdulmajid Alawi^{1,2}

1. Business School, University Of Geomatika Malaysia, Kuala Lumpur, Malaysia

2. Aden University and unversiti of Geomatika Malaysia
Dr.nahg@geomatika.edu.my

Khairi Ahmad Masoud¹

1. Business School, University Of Geomatika Malaysia, Kuala Lumpur, Malaysia

khairi@geomatika.edu.my

Abstract

This study aims to investigate the effect of rationalizing decision making on performance efficiency at the Libyan African Aviation Holding Company. The study employs descriptive quantitative research design. The data was collected using a questionnaire distributed to 366 employees. The data was analyzed using descriptive and inferential statistics via SPSS. The results revealed that there is a significant positive effect of rationalizing decisions on improving performance efficiency at the Libyan African Aviation Holding Company.

Keywords: rationalizing decision making, performance efficiency, administrative review, Libyan African Aviation Holding Company

1. Introduction

Performance efficiency in any organization contributes positively to providing useful information in many fields, including planning, control, or decision-making. Decision-making in the institution is closely linked to the performance efficiency achieved. The quality of these decisions is influenced by the accuracy of the results collected. These results are then used by

decision makers to make other decisions to develop the organisation value in its field of work. In order to rationalize these decisions, management uses a set of techniques to reach the right decision, as it is difficult to make rational and effective decisions without understanding the economic conditions and environment of the organization. Therefore, assessment tools are an effective means of attainment these decisions in order to achieve its desired goals and improve the efficiency of performance in the future. African Airlines encountered substantial financial and operational obstacles prior to the formation of the holding company. These challenges encompassed a reduction in revenues attributable to the conflict and political instability in Libya, in addition to competition from other airlines. These challenges led to the suspension of many airline flights (Elmansouri et al., 2020). The airline was taken over by the Libyan government, which established the Libyan African Airlines Holding Company in an effort to infuse capital into the airline and implement a new management structure. The holding company is responsible for managing and supervising African Airlines' operations, including financing, marketing and maintenance.

The Libyan African Airlines Holding Company also sought to expand the company's operations by negotiating agreements with other airlines and exploring new routes. However, the ongoing conflict and instability in Libya continues to pose significant challenges to the company's operations and profitability.

Problem statement

Libyan governmental corporations face many challenges in the performance efficiency and rational decision-making. One of the most significant challenges to achieving these objectives is the absence of effective administrative review (Alazzabi et al., 2023). Administrative review is an important tool for identifying and addressing weaknesses and inefficiencies in the public institutions operations. However, there is a lack of research on the impact of administrative review on performance efficiency in Libyan public corporations and rationalization of decision-making process. The lack of research in this field creates a gap in understanding how administrative review can contribute to improving the efficiency of the performance of Libyan public corporations and rationalizing their decisions. Therefore, this

study aims to investigate the impact of administrative review on the efficiency of performance in Libyan public corporations and rationalize their decisions. The current study focuses on the challenges that Libyan public corporations encounter in achieving the performance efficiency and rational making decisions. It sheds lights on the difficulties experienced by these corporations in achieving satisfactory levels of efficient and effective performance. Hence, rationalizing decision-making plays an essential role in this context, as it requires directors in these institutions to make informed decisions to enhance the efficiency of operations and productivity. On the other hand, rationalizing decision-making is related to administrative review, which is considered a key tool to enhance rationalization of decision-making. An administrative review is essential for assessing performance and identifying any shortcomings and areas for improvement. This process aids in the development of more effective and productive decision-making. However, there has been little research into the impact of the administrative review on enhancing performance efficiency at the Libyan African Aviation Holding Company. This lack of research creates a gap in understanding of how administrative review can be used as a tool to achieve efficiency and effectiveness goals.

The study aims to explore the impact of administrative review on performance efficiency and rationalization of decision-making at the Libyan African Aviation Holding Company. This study aims to enhance the overall performance and rationalize the decision-making process in the Libyan African Aviation Holding Company.

2. Objective of the study:

This study aims to examine the effect of rationalizing decision-making on performance efficiency.

3. Literature Review

Theoretical Framework

Institutional Theory:

This theory assumes that institutions operate in an institutional environment that affects their structures, processes, and practices (Scott, 1987). According to this theory, an administrative review can be viewed as an institutional practice that helps organizations conform to social expectations and organizational requirements, which in turn can improve performance

efficiency. Institutional theory is a prominent viewpoint in organizational studies that emerged in the late 1970s and early 1980s (Abu Talib et al., 2020). It focuses on understanding the ways in which organizations and individuals are influenced by and conform to the rules, norms and expectations of the broader social and cultural environment (Adiputra et al., 2018). Institutional theory suggests that organizations adapt not only to their environment for technical reasons (e.g. efficiency), but also because of pressures to conform to institutional expectations. There are three main pillars of institutional theory:

Regulative: It emphasizes the role of formal rules, regulations, and laws in shaping organizational behavior. Organizations are affected by regulatory pressures and may adopt specific practices to comply with legal requirements and avoid consequences (Kılıç et al., 2021).

Normative: This pillar highlights the role of norms, values and expectations that arise from professional networks, industry standards and social expectations (Kılıç et al., 2021). Organisations may employ various techniques to gain legitimacy and social acceptance among stakeholders.

Cognitive: it emphasizes the shared mental models, beliefs, and frameworks that shape organizational behaviour (Kılıç et al., 2021). Organizations may adopt specific practices as they are considered normal and taken-for-granted ways of doing things in a particular context.

The present study utilized institutional theory to explain how administrative review is influenced by the broader institutional environment. Some key ideas include:

1. Compliance with regulations: Administrative review can be viewed as a response to regulatory pressures, as it helps organizations comply with legal requirements and standards. By ensuring compliance, the administrative review may contribute to improving performance efficiency.
2. Legitimacy and social acceptance: Administrative review can contribute to the normative pillar by demonstrating that organizations follow industry best practices and meet social expectations. This can enhance the legitimacy of the organization

In this study, institutional theory is used to explain the effect of rationalizing decisions on performance efficiency particularly in the Libyan African Aviation Holding Company. The theory provides insight into the complex

interaction between the organization and its broader institutional environment.

Rationalizing decisions is seen as a response to regulatory pressures in the aviation industry. The process of rationalizing decisions ensures that the holding company complies with legal requirements and industry standards, which can contribute to improving performance efficiency. Aligning with industry best practices and meeting social expectations by rationalizing decisions also enhances the holding company's legitimacy and social acceptance. This can lead to a better reputation and increased trust among stakeholders, which ultimately contributes to improved performance efficiency.

Rationalizing decisions encourages the adoption of best practices as suggested by the normative pillar of institutional theory. By identifying gaps and deficiencies in the decision-making process, the review helps the holding company implement the most effective and rational decision-making practices, thus improving performance efficiency. The cultural cognitive pillar highlights the importance of shared mental models and frameworks in shaping organizational behaviour. Rationalizing decisions contributes to developing a common understanding of the organization's goals, operations, and decision-making standards. This shared understanding can lead to more consistent and rational decision making, which can lead to improved performance efficiency.

Performance efficiency

There have been many definitions of performance. It was defined as the completed work (Hanafi, 1996: p. 589). Salhan (2018) also defined performance as “the results related to the financial quantity or productivity and quality that were obtained in the past” (p. 383). It was also defined as the result or the outcome that government institutions, facilities, seek and accomplish.

The level of performance varies from one organization to another depending on the type of administrative leadership, the financial and human components, and other components related to those institutions and facilities (Al-Nour, 2003: p. 71). According to Michèle Wilks, Govert Gijssbers, and Warren Peterson, performance is defined as “the organization's ability to use its resources efficiently and produce outputs consistent with its objectives and

are appropriate for its users” (Musa, 2014: p. 96). Phlorino defined performance as “We cannot talk about the organization’s performance unless we are able to achieve the strategic goals, which means that a successful organization is the one that is able to achieve the goals set and expressed in the results achieved compared to its competitors in the sector, taking into account the resources needed for this, “meaning less waste of resources” (Adoun, 2004: p. 12). Likewise, the concept of performance means the outputs or goals that the system seeks to achieve within a specific period of time (Tawfiq, 2006: p. 3).

As for efficiency, many definitions have been provided. For example, Simon (2003) defined efficiency as “the results that have been achieved to the inputs, so it is an appropriate and essential standard for all decisions within the organization” (p. 403). Al-Aqeel (2004) defined it as “the high ability to perform a specific job or task scientifically through knowledge and practically through experience or practice” (p. 55). Ahmed (2016) defined efficiency as “achieving the optimal relationship between input and output elements” (p. 325). It was also defined as “the extent of good converting inputs into outputs or production” (Firq Nour, 2017: p. 53). Moreover, efficiency is defined as “not wasting resources and using them correctly. The good use of financial resources refers to investing them in what has a great return and that utilizing human resources optimally (Maher, 2004).

Rationalizing decision making:

Decision-making is considered one of the prominent topics that have occupied the interest of many researchers in management, social, and political studies. It was studied from different angles and dimensions, and revealed that the development of management is closely linked to the success of the process of making the best possible decisions. Hence, rationalizing and activating the decision-making process is just as important as activating and qualifying the administrative process, because the more rational the decision is, the more successfully objectives will be achieved at all organisational and functional levels (Ben Ali, 2016: p. 131).

The decision is the core of the administrative process. Planned administrative work towards a specific goal is a collective work that should be based on some foundations that facilitate achieving the goal; and these are the decision-making processes. The success of any institution depends on its ability to

achieve the goals set by the management. Effective management also plays an important role in making sound and appropriate decisions to ensure the highest level of organizational effectiveness of these institutions, and thus achieving effective job performance.

The decision-making process takes place in an internal and external environment whose factors are not characterized by consistency and stability, but rather by permanent and continuous change. These decisions are also affected by the behavioural and personal aspects that characterize the decision-maker, which directly affects performance. Therefore, many institutions strive to provide all the necessary means and appropriate methods to measure and evaluate the employees' performance, in order to enhance the strengths, and address the weakness. However, these decisions are mostly characterized by limited rationality, as pointed by Simon, the pioneer of the theory of administrative decision-making, that there are many factors that prevent a manager from reaching full maturity (Aqili, 2007: p. 234).

Decision is defined as "the process of intentional adaptation in the use of means to reach goals, and as the core of work in formal organizations" (Simon, 1975: p. 4). It is also defined as "the process of selecting the most appropriate alternatives available to the decision maker to achieve the desired goal or solve the problem that is awaiting an appropriate solution" (Yaghi, 2006: p. 14). Al-Dhahabi defined decision as "a comparison between the available alternatives and thus choosing one of them based on the decision makers' preference to achieve the goals with the highest efficiency and effectiveness in certain environmental data (Al-Dhahabi, 1988: p. 234).

Moreover, rational decision is defined as the decision that ensures the maximum achievement of the organization's objectives within the environmental data. Therefore, it is essential to have an in-depth awareness of the goals and the methods to accomplish them (Al-Azzawi, 2006: p. 57). Rational decision is also defined as maximizing the achievement of the objectives in light of the environmental developments surrounding the decision. It also focuses on the strategies used to make judgements in order to accomplish these objectives (Hellriegel, 1982: p. 335). Al-Shammari and Al-Azzawi (2013) indicated that rational decisions involve the systematic collecting of opinions, facts, and fundamental criteria. These decisions are made by setting goals, interacting with the collected information, and

employing a scientific methodology. This approach enhances the expected results of the intended decisions (Al-Shammari & Al-Azzawi, 2013).

Effect of rationalizing decision-making on performance efficiency

Previous studies address the relationship between decision rationalization and performance efficiency in various institutions and sectors. For example, Abdel Rahim and Kamal's (2016) investigated the administrative review in Sudanese public universities and its impact on performance efficiency. The results indicated that administrative review helps in evaluating performance efficiency and promoting efficient use of resources. However, the study also highlighted the challenge that decision makers do not rely on the information provided by performance assessment tools. Corten et al. (2018) investigated the factors that influence auditor selection in private companies. The study highlights the significance of understanding these factors to improve decision-making and enhance audit quality. Adopting a stakeholder perspective in auditor selection showed how multiple interests can influence decisions and enhance performance efficiency. Moreover, Obadi's (2021) examined the role of performance assessment in rationalizing decisions within economic institutions. The results showed that performance assessment helps identifying the gap between current and expected performance and enables organizations to make informed decisions to address these gaps. Performance assessment also enhances the efficiency of investment and financing decisions, emphasizing the significance of integration between various decisions within the institution.

Yanamandra and Alzoubi (2022), the role of Six Sigma and Lean processes in rationalizing quality costs in service sector companies in the UAE is investigated. The results reveal the benefit of applying the Six Sigma approach in improving the quality of services and rationalizing costs, which highlights the importance of lean management and total quality management in improving performance.

These studies combine to provide insights into the importance of performance assessment and the use of methodologies such as Six Sigma and administrative review in rationalizing decisions and improving performance efficiency.

4. Methodology

This study utilized a descriptive quantitative research design. The population of this study consists of all employees in the Libyan African Aviation Holding Company. However, it is difficult to reach all the employees (610) to participate in the study. Hence, a purposive sampling method was followed to choose an appropriate sample size. Using Krejci and Morgan, the sample of this study are 366 employees.

The data was collected using a questionnaire. The questionnaire contains two sections. The first section includes demographic information of the participants. The second section contains three domains related to the variables of the study. The first domain is related to the rationalizing decision making (17 items), the second part is related to performance efficiency (15 items), and the last section is related to administrative review (21 items). The questionnaire used the five Likert Scale: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The questionnaire is checked for its reliability using Cronbach Alpha coefficient, and it was found to be highly reliable (rationalizing decision making $\alpha=0.95$), (performance efficiency $\alpha=0.87$).

The data was analyzed via descriptive and inferential statistics with the help of SPSS. Descriptive statistics include mean (*M*) and standard deviation (*SD*), while the inferential statistical include multicollinearity test.

The independent variable in this study is the rationalizing decision making; while the dependent variable is performance efficiency. Figure 1 displays the conceptual framework of this study.

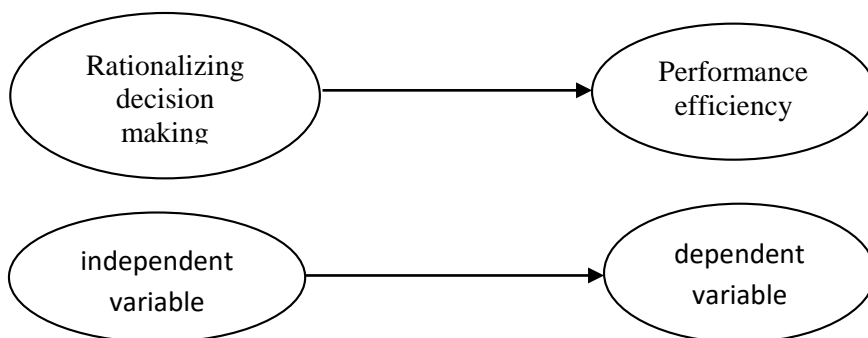


Figure 1 the conceptual framework of the study

5. Results and Discussion:

This section presents the statistical analysis of the collected data. It displays the statistical tests performed on the data collected from the samples. This part contains the reliability and validity of the data and statistics of the relationships between the study variables.

1.7 Response rate test:

Table 1 provides a summary of the number of questionnaires distributed and the responses that were retrieved. There were 366 questionnaires distributed, however, about 335 questionnaires were retrieved, which constitutes a high response rate of 91.5%. This reflects a good participation rate from the target population in the study. 31 questionnaires were recorded as unreturned, representing a very small percentage of 0.08% of the total questionnaires distributed. This indicates that most of the individuals targeted in the study submitted their responses. However, of the retrieved questionnaires, 8 questionnaires were classified as invalid, which constitutes 0.02% of the questionnaires distributed, indicating that there were a small number of questionnaires that did not meet the required criteria for analysis. After excluding the invalid questionnaires, 327 questionnaires remained valid for statistical analysis, representing 89.3% of the distributed questionnaires. This is a high percentage and indicates that the data collected is robust and can be considered to represent the target population well. Table 1 represents the number of distributed questionnaires.

Table 1 number of the distributed and returned questionnaires

Questionnaire	Number	Percentage
Distributed questionnaire	366	%100
Returned questionnaire	335	%29
Unreturned questionnaire	31	%0.08
Invalid questionnaire	8	%0.02
Total valid questionnaire	327	%89

As can be observed from Table 1, the total numbers of questionnaire that are considered valid for data analysis are 327 questionnaire.

Multiple Linear Regression

Table 2 presents the results of the internal correlation test between the independent variable (rationalizing decision making). Tolerance and Variance Inflation Factor (VIF) was used to evaluate the presence of multicollinearity between the items of rationalizing decision making variable

in the regression model. Tolerance is a measure used to determine whether an independent variable has a high degree of multicollinearity with other independent variables in the model. The value of the allowable variance that appears in the table is 0.901, which is close to 1, which means that the decision-making rationalization variable does not suffer from severe multicollinearity with other variables, which is considered good in the model. VIF measures how much the variance in regression coefficients is inflated due to multicollinearity. The VIF value in this study is 1.467, which is below the value that typically indicates a significant multicollinearity (a value of 5 or 10 is usually used as an indicator of a problem). Therefore, it can be said that the rationalization of decision-making does not show significant problems in terms of multicollinearity with other variables in the model. Based on these results, it can be concluded that the model of this study is stable in terms of multicollinearity. Hence, the data of decision-making rationalization is suitable for further statistical analysis without excessive influence of multicollinearity.

Table 2 Internal Correlation between the independent variables

Independent variable	VIF	Tolerance
Rationalizing decision making	1.467	.901

Table 3 shows the results related to the effect of the rationalizing decision making on performance efficiency.

Table 3 Results of Regression Model

Regression model	Effect Size	<i>SD</i>	<i>t</i>	<i>p</i> -value
rationalizing decision making and performance efficiency.	0.589	0.053	7.376	0.000

The effect size is used to measure the strength of the relationship between the independent variable and the dependent variable. It is estimated here at 0.589, indicating that there is a significant impact of rationalizing decision making on performance efficiency.

The standard deviation of the effect size ($SD=0.053$) provides a measure of the variance of the effect estimate and helps evaluate the accuracy of the effect size estimate. It indicated that there are relatively small fluctuations around the effect size estimate, leading to high accuracy in this estimate. The *t* value

is a test statistic that is used to determine whether an effect size is statistically significant.

The results showed a direct positive effect of rationalization of decision making on performance efficiency. The statistical analysis indicated that this effect is large and statistically significant. These results are in line with Babiker (2015), who found that administrative review has a major role in identifying strengths and weaknesses in administrative and financial performance, and helps to find appropriate corrective measures. The current study confirms these findings by showing that rationalization of decision making, which can be enhanced through effective administrative review, contributes significantly to improving performance efficiency. Abdul Rahim and Kamal (2016) also indicated that administrative review helps in evaluating performance efficiency in Sudanese universities. The results of the current study are consistent with these findings, emphasizing the close relationship between rationalizing decisions and enhancing efficiency. Phuong Dao (2016) highlighted the importance of financial and performance evaluation and how rationalizing decisions can lead to better results. This is in line with the results of the current study that show the positive effect of rationalizing decision making on performance efficiency. Yanamandra and Alzoubi (2022) examined the mediating role of the Six Sigma approach in achieving cost rationalization and quality improvement. The current study supports the general idea that structured management techniques, such as decision rationalization, lead to tangible improvements in performance.

Overall, the current study confirms the findings of previous literature that rationalizing decision making is pivotal to achieving performance efficiency. The study provides further evidence of the importance of effective administrative methods in public institutions, with a special emphasis on Libyan institutions. This comparison is useful for researchers and decision makers in developing and implementing strategies to improve performance.

6. Conclusion:

The study indicates that rationalizing decision-making plays a crucial role in enhancing performance efficiency in Libyan public institutions. The results from the collected data and statistical analyzes show a positive and statistically significant relationship between decision rationalization and

performance efficiency, which supports previous literature and gives insight into the impact of effective management.

In conclusion, it can be emphasized that the results highlight the need for sound management strategies and accurate assessment tools to improve performance. The current study provides a valuable contribution to understanding how rationalization of decision making can positively impact performance and efficiency in Libyan companies, which can be generalized to improve performance in other organizations.

The study encourages the adoption of policies and procedures that contribute to improving administrative review and performance assessment practices. It is recommended to conduct regular training for administrative managers to enhance informed and rational decision-making skills. It is also recommended to invest in developing systems for data collection and analysis to support decision-making processes. Finally, it stresses the need to conduct further research to explore other factors that may affect performance and identify best practices contributed to the development of public institutions in Libya and other countries.

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