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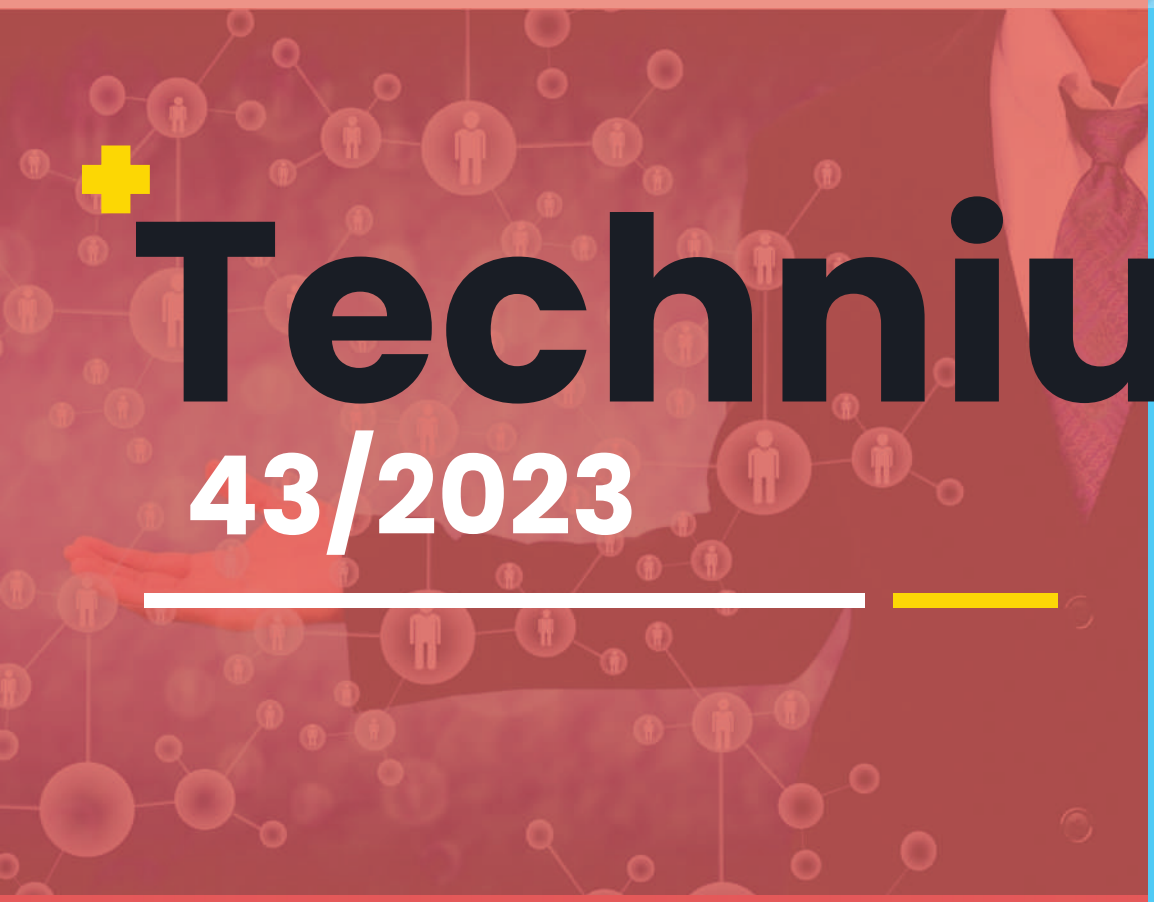

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Impact of Behavioural Integration of Senior Management in Effectiveness of Strategic Decision-Making: An Applied Study in Some Iraqi Private Faculties in Kerbala City

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Abstract. This study sheds light on role of behavioral integration of senior management in effectiveness of strategic decision-making processes at the level of Iraqi private educational institutions. The goal of research was to focus attention of administration of private colleges, research community, to importance of the integrative behavioral role of senior administration in effectiveness of process of making its strategic decisions. Private colleges scattered in Karbala governorate were chosen as a community for research, as questionnaire was distributed to an intentional sample of (61) respondents from members of councils, directors of branches and departments, and officials of people and units in private colleges. Some statistical indicators (descriptive and analytical) were used using statistical program (SPSS V.28). Most important finding of research is existence of a correlation relationship and a moral effect between research variables included in first and second main hypothesis in order to achieve effectiveness of strategic decision-making by adopting integrative behavioral role of senior management members in the private colleges operating in holy governorate of Karbala.

Keywords. Behavioral Integration, Strategic Decision-Making, Iraqi Private Colleges.

Introduction:

The intense developments and competition taking place in all life facilities necessitate business institutions, especially service ones, to work on choosing the best unpalatable advanced strategies in order to keep up with the environmental competition in which they live and interact with them. As the faculties, in general, began seeking to search for advanced scientific administrative methods in order to generate an integrative role for the behavior emanating from the senior management, which in turn reflects positively on the effectiveness of the management's performance through strategic decision-making processes. The essence of the scientific importance of this research lies in highlighting the measurement of the role of behavioural integration in strategic decision-making by senior management in private Iraqi educational institutions in pursuit of its goals marked by a high-quality level. The objectives of

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the study sourced from two dimensions, Measuring the extent to which private colleges, and the research community, possess strategically complementary behaviors. Besides, Measuring the effectiveness of the strategic decision-making process in private colleges, the research community. Measuring the extent of senior management's ability to integrate behaviourally in order to enhance the strategic decision-making process.

1. Literature Review

1.1 Behavioral Integration of Senior Management:

Despite the importance of the role played by the executive director in the strategic decision-making process, the constraints and challenges imposed by the rapid changes in the external environment make it difficult for a single person to control all aspects of the work. They are already cross-functional teams, and this diversity helps ensure that they have all the ingredients necessary to make good decisions. (Ahmed,2016:55). The senior management team is characterized by diversity, as it includes managers from different specializations. This diversity guarantees the integration of the team based on knowledge, expertise and experience to lead the activities of the organization as a whole and contributes to the generation of diverse ideas and different information, which avoids the organization from the risk of wrong decisions that may be taken as a result of similar opinions and translating and interpreting information in one way. It is believed that the team work at the higher levels is more productive for the desired goals compared to the team work at the lower levels. This was confirmed by many researchers and specialists earlier when they indicated that senior management managers have a great influence on the decision-making process in organizations and therefore on the results they achieve (Rashid & Hamid, 2019: 257). They also play a key role in determining its strategic position. Also, interaction between team members is a prerequisite for an effective team. Without this state of interaction, the team cannot achieve the goals for which the team was formed with the required efficiency and effectiveness. The greater the state of mutual interaction between the team members, the more effective it will be in achieving the desired goals (Rashid & Jaber, 2013: 11).

Thus, it can be concluded that the behavioral integration of senior management describes the level of interaction between team members in relation to the exchange of information in terms of its availability, accuracy and timing, participation in decision-making and working in a cooperative manner to achieve the strategic goals of the organization.

Studies related to behavioral integration indicate that it includes three dimensions that complement each other, and these dimensions are: (Ellingsen, 2014: 12)

a) Cooperative Behavior: Cooperation can be described as the process of interaction that takes place between two persons, two teams, or two or more organizations to achieve a common goal or goals. It has been described as a mutual benefit between two or more parties working towards achieving a common goal, sharing interests and bearing responsibility for the results achieved. He described it as the mutual benefit between two or more organizations to achieve general goals, and that this relationship includes, from the point of view of the researchers, defining mutual obligatory goals and relationships, organizational structure and shared responsibility, shared interests and responsibilities for success, sharing of resources and reward. He referred to it as the process through which partners look at the different dimensions of a problem and work constructively to discover their differences and seek solutions that go beyond their specific vision of what is possible. It is believed (Barrett,

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2007: 3) that the cooperative behavior of the team is the process of coordinating the activities performed by the team members in a cooperative manner to achieve the common goals of the team. The importance of cooperation among team members increases in light of the changing circumstances experienced by the contemporary business environment, as there is an increased need to search for new information and work on sharing it among team members to achieve behavioral integration, which is one of the determinants of its success. It should be noted that the team members' belief in the importance of collaborative work by sharing common mental characteristics makes them able to realize the specific tasks of each of them, as well as helping each other, which leads to an increase in mutual benefit.

b) Information Exchange: The importance of information emerges as an important and effective element in the survival and continuity of an organization in light of the organization's environment, as business is characterized by rapid change and fierce competition. This drives the search for information from its various sources in a way that helps it to take different decisions to confront different challenges for these problems, because managers lack the necessary knowledge to make complex decisions on their own. They resort to forming a small group of individuals who are believed to have important information or opinions that they exchange among themselves to find information. (Johnsonet al., 2006: 106) described the exchange of information as a process of sharing data about it, ideas and knowledge related to the work of the mind. Whereas, Penarroja et al. expressed the extent to which team members share information relevant to their assigned tasks from the various sources they obtain. (Zand, 1972) added that they exchange ideas, information and resources in a way that is more open to team members when there are high levels of trust among team members. (Halevi, 2008:) believed that the process of exchanging information (quantity and frequency) helps the senior management team to better adapt to the external environment of the organization through the leadership roles of creativity, adaptation, goal setting, and direction.

c) Participation in Decision-Making: It can be defined as a means to accomplish a state of cooperation and to enhance the commitment of employees to organizational goals. (Davis 1966: 27) described participation as the individual's mental and emotional interaction with the group with which he works so that he can mobilize his efforts and energies to achieve its goals and bear his responsibility towards them with awareness and self-enthusiasm. It is believed that participation is the approach that is based on the involvement of the organization's employees in the decision-making process related to the organization's policies, tasks and problems. (Halevi, 24:2008) refers to participation in decision-making as a construct of behavioral integration associated with the performance of the task that increases the motivation of the workers and their level of satisfaction and commitment to the task assigned to them. In addition, it encourages the behavior of organizational citizenship. It contributes to enriching the information flow process. And it makes the communication of the above. It can be said that the realization of synchronization of operations is more transparent and has the effect of openness. and social construction, task processes related to the quality of information exchange. Collaborative behavior and participation in decision-making can enhance the knowledge base of the team.

1.2 Effectiveness of Strategic Decisions

There is disagreement regarding whether the strategic choice is effective. The accomplishment of the objectives that the company aims to attain is referred to as an effective decision. Moreover, given specific situational data, it can accomplish the desired level of proportionality between the means and the aim. The decision-making mechanism is the

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foundation of management and one of the processes that, in a given situation, ensures an acceptable fit between the goal and the means of accomplishing the decision. There are rules through which it is possible to predict the degree of proportionality that can be achieved between a goal and a means of a decision, At the time of its manufacture under certain environmental data, including: (Idres & Al-Ghaliby, 2007 :145)

a) The level of accuracy and sufficiency of the information available for the purposes of that decision.

b) The level of administrative and analytical ability derived from the experience and awareness of decision makers.

c) The level of creating intellectual conflict through participation to reach the most appropriate decisions.

d) The degree of minimizing the difficulties faced by the decision from the environment in which it was made, and the possibility of anticipating that environment.

As a result, the concept of decision effectiveness as pointed out by Marg et al.: "that decision that achieves the set goals, and that is taken by the management at the time of its making", While Al-Nazari indicated that it is "that decision that leads to the success of the organization and the achievement of its goals based on correct and complete information, leads to understanding all the circumstances of the problem (the subject matter of the decision), and taking into account all possible alternatives, and relying on scientific methods and information technology in the decision-making process. Although judging the degree of effectiveness of the strategic decision requires knowing and determining the results of the decision, however, it can predict the effectiveness of the decision at the moment it is made from the elements of the "internal and external" environment of the organization and direct it towards achieving consistency between the goal and the means of the decision. A lot of intellectual and scientific research indicated the presence of factors and variables that influence decision-making and effectiveness, and focused its studies on some variables and left out others. (Ibrahim, 2012: 247)

Strategic decisions differ from non-strategic decision. The purpose of differentiation is to highlight the differences between organizations that are strategically governed and others that are not. Consequently, it is exposed to failure. There are certain aspects that distinguish strategic decisions, which are: (Al-Amin & Nabila, 2009 :2)

a) Caring for the customer: The strategic management means to increase the customer's satisfaction. It also tries to draw the costumer to the organization, by increasing the benefits it provides to him and increasing the degree of his satisfaction. Decisions are made in order to accomplish this goal in every field. To cut costs and improve its capacity to lower prices, the organization decides to eliminate of inventory and adhere to the "just-in-time" disciplined delivery technique. Computer intervention are to improve typical tasks for the consumer and save them time. It uses the computer in quality control and getting rid of excess labor for the customer, enters new markets, develops the product, and adds new products for the customer. Rather, it redesigns the organizational structure for the sake of the customer. Strategic decisions are customer-centered and the criterion for their success is customer satisfaction.

b) Paying attention to environmental changes: Strategic management is concerned with monitoring and predicting changes in the internal and external environment and measuring the size and strength of this change. It is change that creates opportunities and threats, whether it is internal or external change. Strategic decisions modify the organization's directions so that they become more compatible with current and expected changes. The strategic manager is like a chess player who predicts and follows the opponent's moves and makes decisions that increase

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his strengths. Weaknesses are addressed in order to increase the chance of exploiting opportunities and confronting threats, thus increasing the chance of winning.

c) Long-term effect: Strategic management includes decisions with a long-term impact, such as entering into joint ventures, adding a new product, opening distribution outlets, or purchasing competitors' factories. All of them are choices that have long-lasting effects, and modifying them would be expensive opposed to, say, changing the attendance and absence policies or making other non-strategic choices. Strategic decisions must be made with organizational procedures and guarantees to assure the highest performance feasible considering their importance. This is done through two entrances: A- Cross Functional Entrance: It means the need for those responsible for jobs that will be related to the subject of the strategic decision to participate and seek the help of external technical expertise, if necessary. B - Interdisciplinary Knowledge Participation Entrance: It means the participation of individuals with different knowledge and practical backgrounds to ensure that the decision has been discussed and evaluated from more than one scientific point of view.

d) Radical shift in practices of organization: Strategic planning includes decisions that represent a radical shift in the practices of the organization and not just a simple change in it. For a company that works in the field of contact lenses and other vision correction devices to establish a hospital that specializes in eye diseases is a strategic decision that affects the practices of the organization as a whole. Making a strategic choice to acquire firms that meet production needs rather than depending on intermediaries is distinct from choosing to alter the supply chain and payment procedures for suppliers. Similarly, as compared to the organization's conventional manner, which is restricted to the local market, the decision of an institution to increase its business with Japan and enter the Japanese market constitutes a radical change.

e) Reliance on competitive advantages: the strategic decision depends on a point of strength or a competitive advantage such as quality, adherence to delivery times, or the ability to provide payment facilities. As for non-strategic decisions, they are not built around a point of strength. It does not aim to increase the competitive strength of the organization and increase its value. It is noted that there is more than one scope for strategic decisions given, because the organization competes based on a variety of competitive advantages that distinguish it from other organizations and not on a single competitive advantage. This does not preclude the existence of a major feature that is supported by another set of complementary features.

f) Speed in implementing strategies: Strategic thinking relies on speed in decision-making and the ability to put ideas into practice due to the fact that it is difficult to implement. Because the design of strategies requires a long time and usually, the strategy becomes obsolete before it is applied due to the very slow implementation of the ideas that have been reached and the unwillingness to take a reasonable amount of risk. Therefore, contemporary organizations are working to appoint managers who are able to make strategic decisions quickly and boldly and pay them salaries that exceed what is paid to others because of the risks they bear as a result of the possibility of failure of some of their strategies. Organizations have realized that the success of strategies requires their implementation in a rapid, comprehensive and integrated manner. Applying parts of the strategy may draw competitors' attention and make them retaliate more than if it were applied entirely.

g) Participation: The process of designing strategies is no longer an individual work carried out by some geniuses and those with distinguished administrative talents. Rather, the design of strategies depends on encouraging individuals from all administrative levels and from various activities, specializations and scientific backgrounds to actively and effectively participate in the design of strategies. Participation is no longer voluntary, but many American

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and Japanese organizations oblige their employees to submit suggestions every specific period to increase customer satisfaction "strategic suggestions". The proposal does not have to be huge or related to a major change in the organization. The suggestions are then collected and linked to build strong strategies based on the contributions of the organization's people.

h) Win-win: Contemporary organizations do not attempt to defeat and eliminate enemies. This is the case with military bodies in wars, but organizations seek to create alliances with competitors, and they consider workers and customers as partners. In other words, modern strategies try to reach a winner/winner relationship in all its relationships, and with all parties to deal even with competitors, instead of a winner/loser relationship.

i) Flexibility: Organizations today are willing to select strategies that can be changed or even abandoned to respond to competitor responses, alter customer and supplier tendencies, and alter the external and internal environments. Among the key criteria for choosing one strategy over another is now the strategy's adaptability. One of the fundamental elements of contemporary strategic thought is the provision of some degree of flexibility to deal with unpredictable situations, and the more ambiguous the situation, the more flexibility in strategic decisions is required. For instance, choosing to rent as opposed to buy might be a decision.

j) Innovation and renewal: Successful contemporary organizations realize that profits and increasing the organization's share of the market can only be obtained by the early pioneers, innovators, and innovators who believe that most of the new ideas that have been proven successful started with ideas that were difficult to believe or be convinced of. Organizations realized that the basis for creating successful strategies relied on information and analysis as much as it relied on innovation, imagination and personal judgment, and challenged the constants which were seen in the industry as laws that should not be violated.

k) large mobilization of resources: The implementation of strategic decisions usually requires a large mobilization of human and material resources when compared to the amount of resources required to implement non-strategic decisions. The human and material resources required to implement strategic decisions such as developing the product, establishing sales branches abroad, purchasing sources of supply, and entering into a new activity are huge resources when compared to non-strategic decisions.

2. Methodology:

2.1. Research Spatial Limits

The private educational sector in the holy city of Karbala, with its many formations, was chosen as a field for research for the following reasons:

a) The great importance of the educational sector and its economic position in supplying the scientific movement with its needs from the labor market.

b) Despite the importance of this, the studies conducted on it are still limited compared to the research and studies that focused on the industrial sector, which made it a fertile field for research.

2.2. Sources and Methods of Data Collection

In order to obtain the necessary data, which helps in implementing the research objectives and reaching the results, the researchers relied on the following:

a) Theoretical aspect: The researchers relied on covering the theoretical aspect of this research on the descriptive method, relying on published references and sources as well as

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the global information network (Internet), and in both Arabic and foreign languages related to the subject of the research.

b) The practical aspect: The researchers relied on using the following means in collecting the information required for the research, including personal interviews, as interviews were conducted with members of the boards of private colleges, department directors, and unit and division officials in order to clarify the paragraphs of the questionnaire in case of need, to ensure the correct answer, in addition to asking indirect questions that serve the research.

c) Questionnaire form: It is a main tool in data collection. its formulation takes into account its ability to diagnose and measure research variables.

2.3. Research Methodology: Two main methods have been used in collecting data and information related to the subject of the research:

a) The descriptive method: Through which the secondary data for the research was collected by using a number of scientific sources, research, studies and reports published in foreign and Arabic scientific journals and periodicals. In addition to the proceedings of scientific conferences for the purpose of clarifying the basic concepts on the topic of research, as well as enriching the process of discussing hypotheses.

b) The analytical survey method: The primary data was collected through a field survey on a sample of the research community that included (75) questionnaires, and only (61) valid questionnaires were retrieved from college councils and officials of departments and divisions. The research sample distributed a questionnaire to find out their opinions on various aspects. The five-point Likert scale will be used.

3. Results and Discussions

3.1 Description and Coding of Research Variables

This topic is concerned with characterizing the research variables by substituting a set of symbols instead of variables to express them more accurately and to make it easier for the researcher to show how to collect, tabulate, classify and enter data into the statistical package (SPSS.V.28) and the statistical package of (AMOS.V 25), in addition to extracting the results that the research aspires to reach, and accordingly, for the purpose of facilitating the statistical analysis process, the variables included in the research were compensated for by a set of symbols shown in Table (1).

Table.1 Description of Research Tool Variables

Variable	Dimensions	Paragraphs	Code
Behavioral Integration of Senior Management	**Cooperative Behaviors**	**3**	**BICB**
	Information Exchange	**3**	**BIEI**
	Participate in Making Decisions	**3**	**BIDM**
Strategic Decisions-Making	**Suitability of Decision**	**6**	**STST**
	Accept Decision	**3**	**STAC**
	Quality of Decision	**3**	**STQU**

3.2 Structural Analysis of Measurement Tool

3.2.1 Exploratory Factor Analysis

It is interested in testing the factors involved in building the research scale by testing the underlying factors and the explanatory variance of the research dimensions, as well as detecting the factors involved in the analysis and outside the analysis by comparing the statistical saturations of each variable of the research variables, which indicates that the main

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goal of the analysis Exploratory Factors Summarizing the data to the least possible number of factors that explain the research variable, This in turn contributes to the discovery of a new set of variables and a smaller number of paragraphs of factors included in the analysis, and the exploratory factor analysis is subject to a set of important conditions (Chan et al., 2007) are:

a) The existence of a linear relationship between the variables in order to accurately measure the amount of interpretation of the relationship between the variables.

b) The saturation value should not be less than (0.60), and this matter is inversely proportional to the sample size. The larger the sample size, the lower this percentage.

After extracting the results of the latent root analysis of the factors included in the analysis, the internal correlation strength between the variables must be used. This is directed to the use of the (KMO) scale of (Kaiser, 1974). Table (2) shows the criterion for accepting saturations among the internal factors in the analysis.

Table .2 Saturation Comparison Criterion for Sample Size Adequacy for (KMO)

Link Sufficiency	Values KMO & Bartlett's Test
Unacceptable	Less than (0.50)
Very Bad	0.59 – 0.50
Medium	0.69 – 0.60
Moderate	0.79 – 0.70
Good	0.89 – 0.80
Excellent	0.90

Source: Kaiser, H.F. (1974) An index of factorial simplicity. Psychometrical, 39, P 32.

After extracting the saturations of the factors involved in the analysis and testing the strength of the relationship between them, it is then necessary to use the (KMO) test in order to indicate whether the correlation matrix is not the unity matrix; that is, the significant value between them is equal to (zero), which indicates that there is no linear correlation between the paragraphs. Therefore, the moral value of this test must be higher than (0.01) in order to accept this relationship and vice versa. Extracting the results of the exploratory factor analysis of the research variables is as follows:

a) Exploratory Factor Analysis of Behavioral Integration of Senior Management

The results of Table (3) show that the value of the (KMO) test is higher than the significant value of (0.05) with an amount of (0.836), which is a rather good relationship, which indicates an increase in the reliability of the factors included in the analysis, and that the standard saturations for the factors of behavioral integration of senior management are saturations It is acceptable because it is higher than the imposed standard limit of (0.60), in addition to that the relationship between the dimensions of behavioral integration of senior management is a relationship that is not a single matrix and that it is equal to (0), which indicates that there is no correlation between the dimensions of this variable.

Table .3 Correlation Between Behavioral Integration of Senior Management Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		**0.836**
Bartlett's Test of Sphericity	**Approx. Chi-Square**	**0.869.833**
	Df	**61**
	Sig.	**0.000**

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The results indicate that the standard saturations are acceptable and that all the paragraphs contribute to the interpretation of the dimension for which it was set. Therefore, it is not possible to delete any of the paragraphs of the factors included in the analysis, as it achieved the acceptance criterion of (0.60). This indicates that the latent root of the cooperative behavior dimension is acceptable with an amount of (5.106) and at a level of explained variance equal to (56.733) with a cumulative percentage of (56.733), while the value of the latent root of the dimension of information exchange was (2.014) with an explained variance value of (22.379) and a cumulative value of(79.122) , in addition to the contribution of the participation in decision-making dimension with a potential value equal to (1.880), an explained variance of (20.889), and a cumulative value of (100), which indicates the acceptance of the standard saturations of the behavioral integration variable of senior management. The paragraphs included in the analysis are compatible with the requirements of society.

Table .4 Saturations of Exploratory Factor Analysis of Behavioral Integration of Senior Management Factors

Paragraphs	factor saturations		
	Cooperative Behavior	Information Exchange	Participate in Making Decisions
BICB1	0.727		
BICB2	0.866		
BICB3	0.776		
BIEI1		0.833	
BIEI2		0.845	
BIEI3		0.836	
BIDM1			0.798
BIDM2			0.780
BIDM3			0.779
underlying root	5.106	2.014	1.880
% of explained variance	56.733	22.339	20.889
Cumulative % of Variance	56.733	79.122	100

b) Exploratory Factor Analysis of Effectiveness of Strategic Decisions

The results of Table (5) revealed that the value of the (KMO) test is higher than the significant value of (0.05), amounting to (0.853), which is a rather good relationship. This indicates an increase in the reliability of the factors included in the analysis, and that the standard saturations for the factors of effectiveness of strategic decisions are acceptable saturations, being higher than the imposed standard limit of (0.60). In addition, the relationship between the dimensions of the effectiveness of strategic decisions is a relationship that is not a single matrix and that it is equal to (0), which indicates that there is no correlation between the dimensions of this variable.

Table .5 Correlation Between Effectiveness of Strategic Decisions Factors

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.853
Bartlett's Test of Sphericity	Approx. Chi-Square	2118.003
	Df	49
	Sig.	0.000

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It is noted from the results of Table (6) that the standard saturations for most of the paragraphs are acceptable, except for the first and second paragraphs for the suitability factor of the decision, as they did not meet the required standard, which imposes the need for the saturations to be higher than (0.60), and therefore these paragraphs must be deleted because they do not fit with society. In order to ensure that the research scale is characterized by accuracy and high independence in order to ensure the achievement of an acceptable latent root for the dimension of appropriateness of the decision and the amount of (5.905), at the level of explained variation equal to (49.208), and a cumulative percentage of (49.208). While the value of the latent root of the decision acceptance dimension was (3.700), with a value of explained variance of (30.833), and a cumulative value of.(30.041) In addition to the contribution of the decision quality dimension with a potential value equal to (2.395), an explained variance of (19.960) and a cumulative value of (100). This indicates the acceptance of the standard saturations of the variable of the effectiveness of strategic decisions and that the items included in the analysis are compatible with the requirements of society.

Table.6 Saturations of Exploratory Factor Analysis of Effectiveness of Strategic Decisions-Making Factors

Paragraphs	Factor Saturations		
	Suitability of Decision	**Accept Decision**	**Quality of Decisions**
STST1	0.573		
STST2	0.234		
STST3	0.833		
STST4	0.828		
STST5	0.731		
STST6	0.779		
STAC1		0.887	
STAC2		0.919	
STAC3		0.826	
STQU1			0.894
STQU2			0.913
STQU3			0.874
underlying root	5.905	3.700	2.395
% of explained variance	49.208	30.833	19.960
Cumulative % of Variance %	49.208	80.041	100

3.3.2. Confirmative Factor Analysis

The confirmatory factor analysis contributes to showing the extent of the interpretation of the paragraph from the dimension for which it was developed. The confirmatory factor analysis is one of the methods used in the statement of structural equation modeling, which is a mathematical technique that aims to determine the strength of the models formed by the researcher for a particular phenomenon for the purpose of knowing its suitability by studying the relationships The interrelationship between the axes and their dimensions, For the purpose of accepting the model formed by the researcher, he must pass the tests and indicators prepared for this purpose, and among these indicators is the indicator of the ratio between the value of χ^2 and the degrees of freedom df. 5% is evidence that the model is appropriate. Whereas, if it is less than 2%, it indicates that the model is largely identical to the data. In addition to using the Good Fit Index (GFI), which depends on measuring the amount of variation in the analyzed matrix of the model formed by the researcher. The value of this indicator is between zero and

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the correct one. If the value of the indicator is high, this indicates a better fit of the model with the sample data. In addition, the corrected good fit index (AGFI) was used. The approximate root mean square error (RMSE) indicator was also used for the significant value that is obtained from the analysis with 5%. According to the structural modelling equation

Table.7 Indicators of Conformity Quality According to Structural Modelling Equation

		Pointer	General Rule
a		(Goodness-of-Fit)	
	1	ratio between value of X2 and degrees of freedom (df)	**≤ 5**
	2	(GFI)	**≥ 0.90**
	3	(AGFI)	**≥ 0.90**
	4	(RMSEA)	**0.05 - 0.08**
b		(Standardized Regression Weights)	**≥ 0.3**

Source: Hair, J.F., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). "Multivariate Data Analysis" ,7th ed., Prentice Hall, Upper Saddle, P 53-66.

a) Confirmatory Factor Analysis of Behavioral Integration of Senior Management

The results which was built by using the statistical package of the (AMOS.V.25) program, show that the ratio between the Chi-square and the degree of freedom is (4.047), and the Good Fit Index (GFI) was,(0.930) . The corrected good fit standard (AGFI) has a value of (0.900), and an approximate squared error (RMSEA) equal to.(0.076) This indicates that the value listed in the table below is good indicators and fits with the quality criteria of the claim.

It is noted from the results of Table (8) that the standard saturations for the variable of behavioral integration of senior management are acceptable saturations, as they were represented by saturations higher than (0.30), as the highest standard saturation for the cooperative behavior dimension was represented in the second paragraph (BICB2) with an explanatory value equal to (0.855).) which indicates that increasing the second paragraph by one unit leads to improving the cooperative behaviour dimension by the same amount, and this is what the second paragraph (BIEI2) of the information exchange dimension contributed with an interpretation value of (0.766), as well as the contribution of the third paragraph (BIDM3) in the interpretation (0.701) in the dimension of participation in decision-making....and so on.

Table.8 Standard Saturations of Paragraphs of Behavioural Integration of Senior Management

Estimate	Track			Estimate	Track		
	(BIEI)				**(BICB)**		
0.744	**BIEI1**	→	**BIEI**	**0.512**	**BICB1**	→	**BICB**
0.766	**BIEI2**	→	**BIEI**	**0.855**	**BICB2**	→	**BICB**
0.719	**BIEI3**	→	**BIEI**	**0.648**	**BICB3**	→	**BICB**
					(BIDM)		
				0.649	**BIDM1**	→	**BIDM**
				0.599	**BIDM2**	→	**BIDM**
				0.701	**BIDM3**	→	**BIDM**

b) Confirmatory Factor Analysis of Effectiveness of Strategic Decisions-Making

It is noted from the results which was built by (AMOS.V.25) program, that the ratio between the chi-square and the degree of freedom is (3.813), and the Good Fit Index (GFI) was (0.914),

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Corrected Good Conformity Standard (AGFI) has a value of (0.906), and an approximate square error (RMSEA) equal to (0.061), which indicates that the value listed in the table below is good indicators and is consistent with the claim quality criteria.

It is noted from the results of Table (9) that the standard saturations for the effectiveness of strategic decisions are acceptable saturations, as they were represented by saturations higher than(0.30) . The highest standard saturation for the dimension of suitability of the decision is represented in the sixth paragraph (STST6) with an explanatory value equal to (0.858). This indicates that increasing paragraph 6 by one unit leads to an improvement in the decision acceptance dimension by the same amount. This is what the second paragraph (STAC2) contributed to the dimension of accepting the decision with an interpretation value of (0.899), as well as the contribution of the third paragraph (STQU3) to the interpretation of (0.858) from the dimension of decision quality and so on.

Table.9 Standard Saturations of Paragraphs of Effectiveness of Strategic Decisions-Making

(STST)			Estimate	(STAC)			Estimate
STST	→	STST3	0.857	STAC	→	STAC1	0.848
STST	→	STST4	0.667	STAC	→	STAC2	0.899
STST	→	STST5	0.549	STAC	→	STAC3	0.697
STST	→	STST6	0.858	(STQU)			
				STQU	→	STQU1	0.800
				STQU	→	STQU2	0.839
				STQU	→	STQU3	0.858

3.3.3. Measuring Reliability of Research Measurement Tool

1) **Virtual honesty and content honesty:** It is sometimes called (expert validity). After the questionnaire was adapted to suit the Iraqi business environment, the researchers presented the research tool in its initial form to a group of (8) arbitrators specialized in the field of business administration, in order to ensure the apparent honesty. The measurement tool with the intention of arbitrating it and indicating the clarity and validity of its paragraphs for measurement in terms of intellectual content and wording, and in order to make the necessary adjustments based on the comments of the arbitrators in form and content.
2) **Structural stability of research tool:** It describes the condition of the scale being free of random errors (Pallant, 2007: 6). As all questionnaires were used for the research sample, which numbered (61)
3) In order to verify the stability of the research tool, Cronbach's alpha coefficient was calculated to ensure that the questionnaire measures what it was set to measure and to verify the extent of its stability by resorting to the stability coefficient using the internal consistency method. As the moral value must be higher than (75%) (Bartholomew, 1996: 24), as in Table (10), which indicates the fulfillment of the condition for all paragraphs.

Table.10 Cronbach Alpha Coefficients for Research Variables and Dimensions

variable	Cronbach Alpha	Dimension	Paragraphs	Cronbach Alpha	
Behavioral Integration of Senior Management	0.962	Cooperative Behavior	3	0.935	0.979
		Information Exchange	3	0.929	
		Participate in Making Decisions	3	0.931	

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Effectiveness of Strategic Decisions-Making	**0.942**	**Suitability of Decision**	**6**	**0.931**
		Accept the Decision	**3**	**0.932**
		Quality of Decision	**3**	**0.928**

It is noted from the results of Table (10) that the coefficient of stability of the measurement tool reached (0.979). This ratio indicates that the measurement tool is compatible with the sample. (0.942) This indicates that the measurement tool is characterized by stability and credibility and is in line with the requirements and opinions of the research sample.

3.4 The Stability of Paragraphs of Measurement Tool

Measuring the stability of the research paragraphs is important in order to indicate the nature of the relationship between the dimension and the paragraph that was developed for it. This indicates the need to use the simple Pearson correlation coefficient in order to measure the internal relationship between the variables, the dimensions and the variable together, and its values should not be less than (0.60) (Hair et al., 2010: 664). Table (11) shows the internal correlation coefficients for the paragraphs, dimensions and variables of the search.

Table.11 Internal Consistency of Paragraphs and Dimensions of Research

Variables	Dimension	Dimension's Association with Variable	Paragraphs	Paragraph Link to Dimension	Paragraphs are Related to Variable
Behavioral Integration of Senior Management	Cooperative Behavior	**0.781**	**BICB1**	**0.756**	**0.784**
			BICB2	**0.894**	**0.717**
			BICB3	**0.765**	**0.654**
	Exchange of Information	**0.854**	**BIEI1**	**0.848**	**0.763**
			BIEI2	**0.825**	**0.706**
			BIEI3	**0.839**	**0.704**
	Participate in Making Decisions	**0.839**	**BIDM1**	**0.788**	**0.694**
			BIDM2	**0.781**	**0.685**
			BIDM3	**0.787**	**0.697**
Effectiveness of Strategic Decisions	Suitability of Decision	**0.829**	**STST3**	**0.876**	**0.664**
			STST4	**0.797**	**0.703**
			STST5	**0.736**	**0.696**
			STST6	**0.829**	**0.727**
	Accept Decision	**0.863**	**STAC1**	**0.887**	**0.786**
			STAC2	**0.918**	**0.799**
			STAC3	**0.826**	**0.685**
	Quality of Decision	**0.900**	**STQU1**	**0.886**	**0.776**
			STQU2	**0.919**	**0.784**
			STQU3	**0.875**	**0.853**

The results of Table (11) show that there is a linear correlation between the paragraphs, dimensions and variables of the research, which indicates that the paragraphs and dimensions of the research are characterized by internal consistency towards the opinions of the research community and sample.

3.5 Descriptive Statistics of Research Data

This paragraph deals with the method of presenting the descriptive statistics of the dimensions and variables of the research through access to use the program (SPSS.V.25) in order to extract (arithmetic means, standard deviations, relative importance and order of importance) and accordingly, Table (12) shows the degree of agreement of the research sample to the search variables.

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Table.12 Level of Agreement Towards Research Variables

Grading Assessment	Answer Level
1 –1.80	**Very Low**
1.81 – 2.60	**Low**
2.61 – 3.40	**Moderate**
3.41 – 4.20	**High**
4.21 – 5.0	**Very High**

3.5.1 Descriptive Statistics of Behavioral Integration of Senior Management

It is noted from the results of table (13) that the general average of the arithmetic averages for the behavioral integration of senior management amounted to (4.13), which is towards a high level of agreement and a standard deviation of (0.671), and with a relative importance equal to (81%). Perhaps interest in the dimension of information exchange contributed to enriching this dimension with an arithmetic mean equal to (4.15), a standard deviation of (0.713), and a relative importance of (82%). On the other hand, the reasons for the lag in the behavioral integration of senior management are due to the limited mechanisms used in the appropriate motivation to participate in decision-making, with an arithmetic mean of (3.89), a standard deviation of (0.652), and an acceptance rate of (78%), which indicates that the sample is interested in participating in decision-making. The decision works to a limited extent to develop the behavioral integration of senior management by enhancing the ability of work teams to exchange information and improve their collaborative behavior.

Table.13 M., SD., RI. of Behavioral Integration of Senior Management

Dimensions	Arithmetic Mean	Standard Deviations	Relative Importance%
Cooperative Behavior	**4.02**	**0.695**	**80%**
Information Exchange	**4.15**	**0.713**	**82%**
Participate in Making Decisions	**3.89**	**0.652**	**78%**
Behavioral Integration of Senior Management	**4.13**	**0.671**	**81%**

3.5.2 Descriptive Statistics of Effectiveness of Strategic Decisions-Making

It is noted from the results of Table (14) that the general average of the arithmetic averages for the effectiveness of strategic decisions amounted to (3.85), which is towards a high level of agreement and a standard deviation of (0.638) and with a relative importance equal to (77%). Perhaps the interest in the dimension of accepting the decision helps to enrich this dimension an arithmetic mean equal to (4.02), a standard deviation of (0.730), and a relative importance of (80%). In addition, the faculties' lack of interest in the dimension of appropriateness of the decision worked on a decline in the effectiveness of strategic decisions, with an arithmetic mean of (3.93) and a standard deviation of (0.721) and an acceptance rate of (69%). This indicates that the colleges' keenness to pay attention to appropriateness of the decision dimension works to improve the effectiveness of strategic decisions by making high-quality decisions that are consistent with the aspirations and goals of the college, While the quality of decision was

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obtained with an arithmetic mean (3.92), a standard deviation (854), and a relative importance of (78%).

Table.14 M., SD., RI. of Effectiveness of Strategic Decisions-Making

Dimension	Arithmetic Mean	Standard Deviations	Relative Importance%
Suitability of Decision	**3.93**	**0.721**	**69%**
Accept Decision	**4.02**	**0.730**	**80%**
Quality of Decision	**3.92**	**0.854**	**78%**
Effectiveness of Strategic Decisions	**3.85**	**0.638**	**77%**

3.6 Testing Research Hypotheses

This paragraph deals with the measurement of hypotheses developed by the research related to the hypothesis of correlation and will be measured by the program (SPSS.V.28), and the hypothesis of influence using the program (AMOS.V.25).

3.6.1 Testing Correlation Hypothesis

This paragraph is concerned with measuring the nature and type of correlation between the behavioral integration of senior management and the effectiveness of strategic decisions, and between the dimensions of each of them.

Table.15 Correlation Coefficient Strength Criterion

Correlation	Link Strength
1 – 0.90	**Very Strong**
0.90 – 0.70	**Strong**
0.70 – 0.50	**Moderate**
0.50 – 0.30	**Low**
0.30 – 0.00	**Very Low**

Source: Mukaka. M.M. **(**2012)," Statistics Corner: A Guide to Appropriate Use of Correlation Coefficient in Medical Research" Malawi Medical Journal; Vol. 24, No. 3, p. 70.

Testing the first hypothesis: There is a significant correlation between the behavioral integration of senior management and the effectiveness of strategic decisions. It is noted from the results of Table (16) that there is a significant correlation between the behavioral integration of senior management and the effectiveness of strategic decisions with an amount of (0.689), which is a moderate relationship according to the scale (Mukaka, 2012), which indicates that the colleges' interest in the behavioral integration of members of senior management will work to improve the quality of decisions by (0.621) and the appropriateness of decisions by (0.563). This works to improve the strategic decisions taken by the administration with the conditions of internal and external colleges.

Table.16 Matrix of Correlation between Research variables (n = 61)

Research variables	Behavioral Integration of Senior Management	Effectiveness of Strategic Decisions-Making
Behavioral Integration of Senior Management	**1**	**0.689****
Effectiveness of Strategic Decisions-Making	**0.689****	**1**

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3.6.2 Test Effect Hypothesis

Testing the second hypothesis: There is a significant effect of the behavioral integration of senior management on the effectiveness of strategic decisions. It is noted from the results of Table (17) that there is a significant effect of the behavioral integration of senior management on the effectiveness of strategic decisions, as increasing the behavioral integration of senior management by one unit leads to improving the effectiveness of strategic decisions by (0.759) and with a standard error of (0.035) and a critical value equal to (15,748). This indicates the need to improve the faculty's abilities towards the appropriateness of the decision, the acceptance of the decision, and the quality of the decision. The results of Table (17) indicate that the behavioral integration of senior management with its dimensions contributed to the interpretation of (0.480) of the issues that stand without improving the effectiveness of strategic decisions, which indicates the need to develop the capabilities of the college by (0.520).

Table.17 Standard Weights Effect of Dimensions of Behavioral Integration of Senior Management in Effectiveness of Strategic Decisions-Making

Influence Path		S. W.	S. E.	C.R	R^2	P
Information Exchange	**Effectiveness of Strategic Decisions**	**0.568**	**0.041**	**13.003**		***
Cooperative Behavior		**0.429**	**0.045**	**10.315**		***
Participate in Making Decisions		**0.559**	**0.054**	**10.865**	**0.480**	***
Behavioral Integration of Senior Management		**0.759**	**0.035**	**15.748**		***

Several sub-hypotheses Branch out from this hypothesis:

First sub-hypothesis: There is a significant effect of information exchange on the effectiveness of strategic decisions, as the results of Table (17) show that increasing interest in information exchange by one standard weight leads to improving the effectiveness of strategic decisions by (0.568), with a standard error of (0.041) and a critical value of (13.003). It indicates the need for the members of the College Council to be interested in exchanging information, knowledge and skills in order to improve the reality of the college.

Second sub-hypothesis: There is a significant effect of cooperative behavior on the effectiveness of strategic decisions, as the results of Table (17) indicate that increasing the colleges' interest in cooperative behavior contributes to improving the effectiveness of strategic decisions by (0.429), with a standard error rate equal to (0.045), and with a critical value of (10.315). This indicates the need for colleges to promote cooperative behavior among college members in order to ensure the functioning of the internal operations of the college with high quality and effectiveness.

Third sub-hypothesis: There is a significant effect of participation in decision-making on the effectiveness of strategic decisions. The results of Table (17) indicated that the interest of colleges in participating in decision-making leads to an improvement in the effectiveness of strategic decisions by (0.559) with an error of (0.054) and with a critical value equal to (10.865). This means that improving the college's ability to involve workers in decision-making leads to building a clear conceptual framework to address work-related problems and college requirements.

4. Conclusions and Recommendations:

Based on the results of the research, it can be concluded that the issue of burdening the duties of members of the boards of private colleges is still ongoing and has not been found yet. Given the focus on the factors gained through this research, it is hoped that stakeholders such as the college leadership can consider this issue and improve their leadership. Through this research, the researchers suggested that college administration can focus on managing and

distributing tasks to council members by studying the policies of the Iraqi Ministry of Higher Education that want to reduce the workload of university professors. For further studies, further exploration of these factors through qualitative methods is suggested to obtain more data. This research also suggested some other constructs such as professor job satisfaction and university leadership. The issue of the burden of tasks must be given due attention by the stakeholders such as the university leadership and the Ministry of Higher Education so that it does not become negatively aggravated. This burden of tasks can have an impact on scientific productivity, work motivation, and job satisfaction. All of these effects will have an impact on the future.

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