



The reflections of organizational communication on decision making: Kurdistan Institute of public administration (KIPA) as a case study

Wuria Muhammed Othman ^{*a}

a Salahaddin university/college of Administration and Economics/Erbil.

Abstract

The study aimed to explore the reflections of organizational communication on decision-making within the Kurdistan Institute of Public Administration in the Kurdistan Region of Iraq (KIPA). To address the research questions, the researcher adopted a sample survey method. Due to the small size of the target population, the questionnaire was distributed to 81 employees, achieving a 100% response rate. Statistical analysis of the collected data was performed using SPSS software. The collected data were analyzed using SPSS software, with regression analysis employed to evaluate the relationship between organizational communication and decision-making effectiveness. The results demonstrated a strong positive correlation ($R = 0.699$) and an R Square value of 0.488, indicating that 48.8% of the variance in decision-making can be explained by organizational communication. Furthermore, the study underscored effective information management substantially contributes to achieving a competitive advantage, with organizational communication playing a pivotal role in improving decision-making processes. Finally, the study acknowledged certain limitations and proposed avenues for future research to deepen the understanding of this critical relationship.

Information

Received: 1/1/2025
Revised: 23/1/2025
Accepted: 24/1/2025
Published: 31/1/2025

Keywords:

Organizational
Communication
Decision Making
Communication
Organization

Introduction

Organizational communication is one of the pivotal elements in the management of institutions, as it represents the primary channel through which information is transmitted between different administrative levels, directly affecting the quality and efficiency of the decisions taken. The success of institutions is linked to their ability to establish an organizational communication system that enables the clear and timely delivery of accurate information. According to Carter et al. (2020), "organizational communication is the backbone of decision-making, as it enables institutions to collect, process, and analyze data to support strategic choices" (Carter et al., 2020, p. 15). In the same context, organizational communication highlights particular importance in educational and training institutions such as the Institute of Public Administration, which relies on making decisions that enhance the quality of its training programs and their impact on administrative development. However, these institutions may face challenges related to the

effectiveness of information flow, which may weaken the decision-making process. Roberts and Williams (2019) confirmed that "administrative decisions based on an ineffective communication system lead to poor institutional performance and increased administrative error rates" (Roberts & Williams, 2019, p. 43). The relationship between organizational communication and decision-making is not only functional but extends to deeper effects that include transparency, participation, and speed of response. Pearson's study (2018) showed that "the presence of an integrated organizational communication system contributes to improving transparency and enhancing employee involvement in the decision-making process, which reduces resistance to change and increases acceptance of decisions" (Pearson, 2018, p. 78).

This research aims to study the impact of organizational communication on the decision-making process at the Institute of Public Administration by analyzing existing information flow systems and evaluating the extent of their impact on the quality of

* Corresponding author: E-mail addresses: Othmanwuria94@gmail.com.
2025 AL – Muthanna University. DOI:10.52113/6/2025-15-1/39-54

decisions. It also seeks to provide recommendations for improving organizational communication to ensure more effective and comprehensive decisions. The study will also address the determinants and obstacles that may prevent achieving an effective communication system within the institute.

Research Problem

Despite the fundamental importance of communication and decision-making in organizational behaviour, their mutual interaction has not been sufficiently studied, and its understanding remains ambiguous. The literature indicates that communication significantly enhances management effectiveness, while decision-making is pivotal in implementing organizational strategies. However, the impact of organizational communication on decision-making processes has not been sufficiently investigated. According to Luthans et al., "communication contributed the most to managers' effectiveness, while decision-making had a smaller but decisive contribution" (Luthans, 2011).

Despite recognizing the importance of these elements, the mechanisms through which communication dynamics influence decision-making processes remain unclear. Therefore, this research aims to investigate the interactive relationship between communication and decision-making in an organizational context, focusing on clarifying the impact of effective communication practices on the quality, efficiency, and organizational outcomes of decisions.

Objectives

1. To analyze the relationship between communication dynamics and decision-making processes within the organization.
2. To identify communication barriers that hinder effective decision-making processes.

3. To propose actionable recommendations for improving communication and decision-making processes, emphasizing mutual interaction and organizational impact.

Importance of the Research

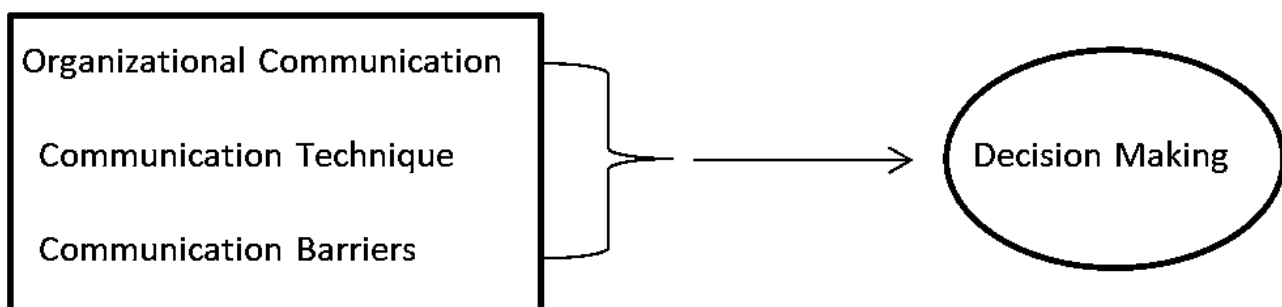
This research on the relationship between organizational communication and decision-making is significant for several reasons:

1. Effective decision-making is critical for organizational success, and understanding how communication influences this process can lead to more informed and strategic decisions.
2. This research provides insights into overcoming decision-making barriers by identifying and analyzing common communication challenges.
3. Effective communication fosters a collaborative environment, encouraging employee participation in decision-making and improving morale and commitment.
4. The findings will equip managers and leaders with practical strategies to enhance communication frameworks, ensuring timely, accurate, and well-informed decisions.
5. The study adds to the growing knowledge of organizational behaviour, providing empirical evidence on the link between communication and decision-making, particularly in diverse organizational contexts.
6. With the increasing reliance on digital tools, this research highlights their role in decision-making, helping organizations adapt to technological advancements effectively.

Research Model

The research model is shown in the following Figure.

Figure 1



Research hypothesis:

H₀: There is no significant relationship between organizational communication and decision-making processes in organizations.

H₁: There is a significant relationship between organizational communication and decision-making processes in organizations.

Previous studies:

1. **Organizational Culture and Communication in Decision-Making:** A study by Jalal (2017) emphasizes leadership, cultural significance, and skills influence decision-making. Organizational culture, the shared values, beliefs, and norms, affects how managers think, make decisions, and behave toward each other and external parties. Effective communication is essential in this context, as it provides the information individuals and groups need to make decisions by transmitting data to identify and evaluate choices.
2. **Effective Communication and Participative Decision-Making:** Research by Elegbe Olugbenga (2015) examines the role of effective communication in participative decision-making within organizations. The study suggests that organizations should create environments that allow employees to participate in decision-making processes, thereby enhancing decision quality and employee motivation.
3. **Internal Communication and Employee Decision-Making:** A 2024 study by Sulaiman et al. investigates the role of internal communication in the effectiveness of employee decision-making. The research indicates that clear and effective internal communication enhances employees' ability to make informed decisions, thereby improving organizational performance.
4. **Organizational Communication and Decision-Making Effectiveness:** Thaci et al. (2024) explore how organizational communication affects decision-making within the Government of North Sumatra Provincial. The study finds that effective organizational communication contributes to better decision-making by ensuring leaders access necessary information.
5. **Enhancing Organizational Communication through Decision-Making Participation:** Kim and Hwang (2024) examine how participation in decision-making and goal clarity enhance organizational communication in public organizations. The study reveals that involving

employees in decision-making processes and ensuring clear organizational goals positively influences communication across various levels within public organizations.

Organizational Communication

Communication covers all activities an individual does when he wants to transform someone else's mind. This is a meaningful bridge between an individual or individuals and an organization. Communication also contains expressing, listening, and understanding. As a result of the expectation theory, it is hypothesized that employees will be more productive if they are paid for their efforts and if the reward is meaningful to them (Vroom, 2015). Communication is vital in organizations, and Orpen (2013) argued that communication has a critical role in the accomplishment or failure of any organization. It is used to resolve the contradictions in a work organization so that such an organization may progress. People must come together, think, work, learn, and advance together.

Human interaction allows man to forge new horizons and explore new possibilities. When two or more individuals communicate using words, letters, and symbols to convey their thoughts or feelings, the term "communication" is used. According to him, this may be classified as a fact of technical nature. Even if symbols are sent accurately, it isn't clear how successfully they convey the message and how much they match it (Kalla, 2015; Baltas & Baltas, 2012). Without the ability to communicate through reading, listening, speaking, and writing, humans would be unable to solve some of life's mysteries. Things we don't understand, know about, or aren't sure about can be clarified through dialogue. Moreover, according to Altinoz (2018), communication is defined as a method by which superiors inform subordinates about the work at hand, the resources required to complete the assignment, the roles and responsibilities associated with the assignment, and the expected outcomes. To put it simply, communication is the exchange of information between two people.

Consequently, effective communication is transmitting information followed by feedback from the receiver to demonstrate how well the information was received. To properly evaluate, understand, and drive contact in an organization, it is necessary to consider communication from various angles and analyze it from multiple perspectives. The transmission of information pertinent to the day-to-day execution of an employer's job and essential if the worker is to fulfil the expectations placed on them to be an efficient staff

member is what employee communication means. It suggests that human beings should be considered indispensable resources (Buchanan & Doyle 2014). 'Communication' refers to transmitting information from a sender to a receiver in a way the recipient can understand. According to Myers and Myers (2011), organizational communication is "the basic binding factor that promotes coordination among individuals and allows for coordinated behaviour." They say that "the behaviour of persons in organizations is best understood from a communication perspective" (Rogers and Rogers 2016)." Organizations have evolved in ways that align with the latter point of view. An organization's ability to effectively communicate has grown increasingly crucial because of the shifts occurring in organizational structures. Good communication has several advantages, including improving coordination and engagement among workers, motivating workers, and building ties across different levels of management hierarchy. Furthermore, by clearing up ambiguity and reducing administrative delays, effective communication promotes maximum output at the lowest possible cost. The current organizational developments necessitate excellent communication, but it may also be considered the cornerstone of contemporary organizations (Grenier & Metes 2012; D'Aprix 2016; Witherspoon 2017; von Krogh et al. 2000;).

Importance of Organizational Communication:

Organizational communication serves as a critical element for the effectiveness and achievement of an organization, extending beyond simple information transmission. It facilitates the exchange of thoughts, information, and feedback among individuals and groups within the organization, fostering comprehension, trust, and alignment toward common objectives. It empowers managers to articulate strategic goals, allows employees to express their thoughts and concerns, and encourages teams to collaborate and innovate (Rogerson-Revell, 2017). Extensive research consistently highlights the positive impact of effective communication on various organizational outcomes. For instance, studies reveal that organizations with strong communication practices experience higher employee engagement and job satisfaction (Kim & Lee, 2019). Engaged employees demonstrate a more substantial commitment to their work, display increased motivation, and are more likely to contribute to the organization's success. Furthermore, effective communication is associated with enhanced productivity, improved decision-making processes, and strengthened problem-solving abilities (Sarin & O'Connor, 2021). It nurtures an environment of

transparency and openness, where employees feel valued and listened to, consequently fostering their loyalty and dedication to the organization.

Communication techniques

Effective communication occurs when the person to whom it is intended understands the intended meaning and reacts accordingly (Berrels, 2010). Communication technique refers to the various methods, tools, and strategies used to convey messages and information between individuals or groups within an organization. Organizational communication can be horizontal, upward, and downward. Effective communication is strongly encouraged in all organizations across the economy (Mikkelson & Hesse, 2023) and significantly correlates with vital employee outcomes (Mikkelson & Hesse, 2023). Effective communication techniques positively impact employee performance in the healthcare sector. Communication techniques, such as active listening, clear and concise messaging, and appropriate tone and body language, can help healthcare employees effectively convey information to patients, colleagues, and superiors. This can improve patient outcomes, greater efficiency, and better team collaboration (Berrels, 2010), (Nebo, Nwankwo, & Okonkwo, 2015). Communication helps employees build trust among themselves and within their work context (Qin & Men, 2022).

Communication barriers

Besides communication techniques, another element of communication that may influence performance is the communication barriers. A communication barrier is any obstacle or interference that hinders the successful exchange of information between the sender and the receiver in the communication process. Communication barriers will create a massive hurdle for employees to discuss routine problems and get solutions from upper management (Qin & Men, 2022). It is essential to make the message clear and succinct for organizational communication to be effective. Communication barriers could cause project delays, possibly due to duplication of work, confusing time frames, and/or incorrect delivery. Communication barriers could also cause gaps that can lead to wrong decisions, affecting decisions and efficiency. When there are no communication barriers, work will flow smoothly and strategically. Employees' job performance will improve as it will be easy to communicate common issues with senior management and receive solutions. When communication barriers exist, employees may struggle to understand and carry out their responsibilities effectively, leading to errors and decreased efficiency.

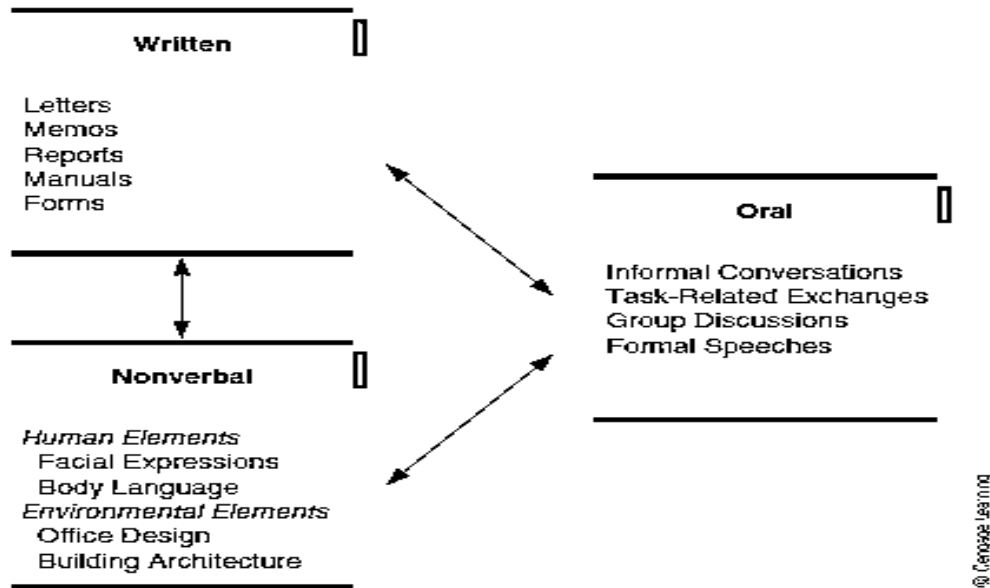
Miscommunication can also lead to misunderstandings between employees and patients, potentially resulting in dissatisfaction and poor outcomes.

Methods Of Communication

Organizations rely on three main communication methods: written, oral, and nonverbal, and these

methods are often combined. The choice of communication method is influenced by several factors, including the nature of the audience (such as their physical presence), the characteristics of the message (in terms of speed or confidentiality), and the cost of transmitting information. The different forms of each communication method are shown in Figure.

Figure 2



Written

Organizations produce many forms of written communication for different purposes. Letters are a formal way to communicate with individuals, especially those outside the organization. Email, the most common form of written communication today, is less formal than letters and is similar to office memos (memos), usually addressed to individuals or groups within the organization. Memos cover a single topic and are more impersonal and simple than formal letters.

Other forms of written communication include reports, manuals, and forms. Reports summarize the progress or results of projects and are used as a decision-making tool. Manuals are used for various purposes; operating manuals explain the use of machines, policy and procedure manuals explain rules to employees, and process manuals explain how to perform tasks and solve problems. Forms, such as performance evaluation forms, are standardized documents intended to facilitate information reporting and make communication more efficient. Finally, although these forms were used in traditional paper environments, they are increasingly published on websites and intranets in modern companies. (Griffin & Moorhead, 2014, p. 297).

Oral

Oral communication relies primarily on the sense of hearing through sounds and spoken language. Its most common forms include face-to-face conversations, meetings, and telephone calls, with managers spending about 75% of their time in these activities. Oral communication is fast; information can be transmitted quickly, and the feedback cycle is immediate, clarifying any ambiguity immediately. For example, presenting proposals orally allows for more discussion and response to questions than written reports. Oral communication is also effective in dealing with day-to-day problems in organizations. It plays an essential role in conveying information with an emotional dimension or the organization's core values, especially during changes, through compelling stories and narratives. (Gomez-Mejia, Balkin, & Cardy, 2010, p. 153)

Nonverbal communication

Verbal communication, whether written or spoken, is straightforward; nonverbal communication is often just as important or even more critical. Its forms include facial expressions, tone of voice, personal appearance, touch, and various habits. Nonverbal communication is divided into three main categories:

1. **Body language (Kinesics):** Includes facial expressions, use of hands and feet, and body posture.
2. **Voice communication (Paralanguage):** Relates to how we speak, such as tone of voice, pitch, and pauses.
3. **Gestures:** These are signals used to convey specific meanings, such as a "circle" with the fingers to indicate "okay" or a shrug to indicate "don't know."

Studies suggest that between 60% and 90% of communication between people is nonverbal. This type of communication is considered a "leak behaviour" because the person may be unable to control it, making it more honest in conveying true feelings than verbal communication.

Nonverbal communication gains its importance from its ability to clarify the mental and emotional state of the sender. For example, the tone of voice or facial expression can reveal feelings such as enthusiasm or anger, which may support or contradict the words used. This type of communication can also provide immediate feedback, as facial expressions show the extent to which the receiver has understood and responded to the message. Accordingly, face-to-face communication is more effective than written communication, as managers prefer to give instructions and discuss performance with employees through direct meetings. (John Wiley & Sons, Inc., 2011, p.372)

Interpersonal Communication:

The importance of perception in group and team communication is demonstrated in understanding nonverbal communication. Nonverbal communication includes any form of communication between individuals other than formal verbal language, such as facial gestures, hand or arm movements, and body posture. Clothing can also convey nonverbal signals, such as when a colleague buttons his shirt and tightens his tie to indicate that a meeting is for business only. People also surround themselves with objects (such as luxury cars and fancy offices) to express who they are or would like to be. Nonverbal communication channels often supplement verbal communication by highlighting or enhancing parts of the verbal message. However, nonverbal communication is generally more ambiguous than verbal communication regarding meaning and the likelihood of being received correctly. Some people may not notice attempts at nonverbal communication or may misunderstand them. For example, what does it mean to blink at the end of a sentence? What does it mean if a speaker turns away while sending a message? Additionally, the individual does not benefit from face-to-face interaction when communication occurs over the phone, fax, or in a virtual team. (Stroh et al. 2002)

Decision-Making Concept

Because humans make countless daily decisions, the process may initially seem straightforward. However, upon closer examination, effective decision-making is often complex and time-intensive. While we aim to approach decisions rationally, our cognitive and informational limitations prevent us from consistently achieving optimal outcomes. Despite these constraints, striving for rational decisions remains essential. To adapt to these limitations, decision-makers rely on four strategies: search for alternatives locally rather than comprehensively, evaluate options one at a time instead of simultaneously, satisfice rather than optimize, and employ judgmental heuristics to simplify information processing demands. (Stroh et al. 2002)

The Cambridge Dictionary defines decision-making as "the process of making choices, esp. important choices" (Cambridge Academic Content Dictionary, 2021). S'FEMA (2010) described the decision as part of solving the problem and choosing from alternatives and options at each stage of solving problems. Schermerhorn (2010) defines decision-making as selecting a course of action to deal with a problem or opportunity. Decisions are a natural part of life. In a business context, they can be a crucial aspect of becoming successful. (Uzonwanne, 2016)

Purpose in Decision-Making

Making good decisions requires goals to be achieved. According to Negulescu, O. H. (2014), the purposes of decision-making are as follows.

1. **Creating optimal results:** this strategy selects options among several alternatives. This strategy's effectiveness depends on the importance of the problem, the time limit, the availability of available resources, whether there are other alternative costs, and the psychological state of the decision maker.
2. **Creating satisfactory results:** This strategy is carried out by considering the first acceptable alternative rather than the best alternative. The word satisfying comes from two words, namely satisfying and sufficient. Decision-making can be considered the best choice when these two words coexist.
3. **Making maximum results:** This action is to maximize the maximum state. In this strategy, evaluation is carried out from several alternatives by selecting the maximum profit as the best option.
4. **Making maximum results:** This action is to maximize the minimal state. Strategy is pessimistic because it considers the worst possible outcome of all the alternatives and chooses the highest minimum. This

type of strategy is used when failure is expensive and intolerable.

The significance of decision-making:

Simon says decision-making is the heart of the beginning. Decisions are a series of connected, and each decision is followed by a series of connected decisions to the extent that what is decided is very small until the goals are implemented and achieved. Simon believes all organizational processes revolve around decision-making. Organizational behaviour results from decision-making, so knowing how to make decisions and the influences that determine them is necessary to understand organizational behaviour and that organizational theory is based on decision-making. It can be said that the reality of the administrative problem is represented in making decisions that determine how to distribute resources to unlimited uses under the influence of external factors and pressures that management cannot control except to the extent of mitigating their effects. Also, these decisions are made in conditions characterized by a lack of information, uncertainty, and difficulty seeing the future. This requires an appropriate and effective system that helps the manager correctly estimate the possibilities and make sound decisions.

Decision-making is a critical function in management that overshadows different aspects, from controlling the staff to directing and organizing them (Wang, Y., & Ruhe, G. 2007). Furthermore, decision-making is the most common and moderately ill-structured type of problem-solving, a vital skill in the more complex and ill-structured problem-solving. For example, decision-making has a necessary role in design and policy problem-solving. (Fulop, L., et al. 1999).

What influences decision-making?

There are various determinants for decision-making. To begin with, one must consider that decisions are not always made according to the principles of rationality and logic. Bounded rationality in Simon's model refers to bounds that are inextricably linked to decision-makers in the real world. In practice, decision-makers are often forced to make decisions while having only partial knowledge of available alternatives and their possible consequences [Simon, H. A. (1955), Simon, H. A. (1957), Ariely, D. (2009)]. The findings of numerous studies show that managers follow their emotional intuition, are short-sighted and easily get confused or distracted [Robbins, S. P., & Coulter, M. A. (2018), Spetzler, C., Hewitt, J., Fishman, D., & Judd, B. (2004), Blake, C. (2010), Gunther, R. E. (2011)]. According to Gilgoff, D. (2009) reports, almost

half of the surveyed managers used more intuition than operating an official analysis to run their companies. A literature review regarding research over the past 35 years on the relationship between emotions and decision-making is contained in the article by Lerner et al. (2015). The study reveals that emotions constitute potent, pervasive, predictable, sometimes harmful and sometimes beneficial decision-making drivers. According to the "garbage can" model, decision-making in organizations is not rational – it is a highly complex, dynamic and volatile process. According to the authors, organizations are "organized anarchies" in which coherent goals and values can hardly be found, and participation in the decision-making process is based on unclear, uncertain rules and subject to frequent change Cohen et al. (1972). Kahneman, D., & Tversky, A. (1974) pointed out that the emotional state disrupts cognitive processes and that sympathies and antipathies also influence choices. Another important factor in decision-making is the so-called framing effect (problem formulation effect), which refers to the difference in perception of a situation depending on the prospect of gain or loss. The same solution can be considered an opportunity or a threat, depending on how it is presented, which affects radical changes in the approach to the problem and the decisions made as a result (Kahneman, D., & Tversky, A. (1981). Drucker believed an essential role in the decision-making process is played by adequately defining the so-called boundary conditions, which will precisely specify what legal procedures must be observed and indicate the available (necessary) means, resources and implementation time of a given project. Managers must know what decision-making implies and determine the criteria and principles that must be considered (Drucker, P. F. (2004). A review of the literature shows that the determinants affecting the decision-making process include psychological (e.g., personality, intelligence [Pullaro, R., & Jalajas, D. (2017), Belhekar, V. M. (2017), Kahneman, D. (2011), economic and legal Dean, J. W., & Sharfman, M. P. (1996), personal Erjavec, J., Popovič, A., & Trkman, P. (2019), organizational and social (e.g.: gender or age [Sanz de Acedo Lizárraga, M. L., Sanz de Acedo at al. (2007), Bragge, J. at al. (2017) factors. Making a decision should always follow a detailed analysis of the decision problem and all its aspects Davenport, T. H. (2011)

The decision-making process

The context and type of a decision can vary, and the outcome often depends on the decision-maker. However, sequential models typically include common steps for nearly every decision. These steps serve as a framework for the decision-making process, regardless

of the decision's type, context, or the person making it. Drury (2008) outlines the decision-making process, illustrated in a figure, consisting of five stages forming part of the planning process, followed by two additional stages representing the control process.

The planning process begins with management identifying goals and objectives, which then serve as a guiding direction to evaluate the appeal of alternative actions. After gathering data on possible alternatives, the option that best aligns with the organization's

objectives is selected and implemented. Once the decision-making process is complete, the control process is used to measure and correct the performance of the chosen alternatives (Drury, 2008, pp. 8-11). While some managers may have an intuitive sense of effective decision-making, consistently making sound decisions rarely relies on intuition alone. Instead, it requires a diligent collection and evaluation of information. Management accounting is critical in providing the information required to support and enhance decision-making.



Figure 3 The decision-making, planning and control process

(Drury, 2008, p. 8)

The relationship between organizational communication and decision-making

In modern society, communication is increasingly challenging at all levels. It is often misunderstood that communication is not just about the flow of information but rather a dynamic interpersonal process that involves the exchange of behaviours. Information technologies and electronic technologies are also non-verbal and are part of communication. The explosion of these media, such as email, social networks, and online group chat rooms, has radically changed how people communicate. However, interpersonal communication remains communicative. In addition to communication, adoption and innovation are also involved. Considering the decision as a choice between multiple alternatives, this choice requires gathering information and Friday allowances. Another approach to behavioural adoption is regarded as the most interactive in the study of organizational behaviour, as it includes economic model members from a plan and an irrational social model from one side. Each model offers different insights into the rationality of innovation. Understanding human robots, such as irrational consensus or escalation of production, is based on the credibility of the social model. However, adoption techniques have emerged as more influential research

on the theory and practice of behaviourism. Nowadays, technological information about innovative technologies dominates, but the creative decision that analyzes solutions can lead to organizational success.

Methodology

The technique which was adopted for analyzing the data is the SPSS program. Content validity through expert judgment was employed to ensure the validity of the research tool, specifically in measuring organizational communication patterns and their relationship to decision-making among KIPA staff. The questionnaire, in its initial form, was presented to a group of several reviewers from the faculty members of administration and economics, who were asked to evaluate the appropriateness of the statements based on several criteria, including clarity, relevance to the domain or dimension it represents, linguistic accuracy, and suitability for achieving the intended objectives. The reviewers provided recommendations for improvement, such as modifying statements for greater precision, rewriting or deleting unsuitable statements, proposing additional elements to enhance the tool, and assessing the appropriateness of the measurement scale. These steps reflect a rigorous methodology to ensure the tool accurately and appropriately measures its

intended objectives. Moreover, a questionnaire with eleven sections was applied for data collection. The first section includes five statements to explain their demographic characteristics. The second one contains 27 questions to measure organizational communication. The third section used seven statements to measure the decision-making level. The questionnaire consists of 34 questions in total. The questions are prepared in a 5-point Likert form. The questionnaire was separated into three sections. The questionnaire consisted of 29 questions, whereby the first section obtained Demographics. Questions relating to the demographic variables of gender (1=female, 2=2male), marital status (1=single, 2=married), experience, educational qualifications (1=diploma, 2=university degree, 3=post-graduate professional qualification), managerial level and type of contract included in the questionnaire, while

the second section is to test the hypotheses. Respondents were required to rate their importance towards each factor based on a Likert five-point scale ranging from "1-Strongly Disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly Agree".

Reliability

The reliability analysis shows that out of the 81 cases, 78 (96.3%) were valid for inclusion, while 3 cases (3.7%) were excluded due to missing or incomplete data, as indicated by list-wise deletion. The reliability statistic, Cronbach's Alpha, is 0.895, suggesting that the 34 items being analyzed have high internal consistency and are effectively measuring the same underlying construct. A Cronbach's Alpha value of 0.895 is considered excellent, indicating that the scale or test is highly reliable.

Table 1

Case Processing Summary			
		N	%
Cases	Valid	78	96.3
	Excluded ^a	3	3.7
	Total	81	100.0
a. List-wise deletion based on all variables in the procedure.			

Reliability Statistics	
Cronbach's Alpha	N of Items
0.895	34

Result and Discussion:

Table 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	32.1	32.1	32.1
	Female	55	67.9	67.9	100.0
	Total	81	100.0	100.0	

The gender distribution of the 81 responders is displayed in the above table. With 55 female at 67.9%. The proportion of Males is the lowest at 32.1% among the responders, the most significant percentage is females, displayed in the above table. With 55 female at 67.9%. The proportion of Males is the lowest at

32.1%, with 26 male responses. According to these among the study participants. statistics, there is a pronounced female predominance

Table 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	11	13.6	13.6	13.6
	2	28	34.6	34.6	48.1
	3	20	24.7	24.7	72.8
	4	1	1.2	1.2	74.1
	5	21	25.9	25.9	100.0
	Total	81	100.0	100.0	

The age distribution of the 81 responders is displayed in (4) represents the smallest proportion. According to this the table. According to the statistics, with 28 distribution, younger age groups comprise the bulk of respondents, the second age group (2) accounts for the responders, while older age groups comprise a lower most significant percentage of respondents (34.6%). At percentage. 1.2% and with just one respondent, the fourth age group

Table 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 10 Years	30	37.0	37.0	37.0
	10 -20 Years	20	24.7	24.7	61.7
	> 20 Years	31	38.3	38.3	100.0
	Total	81	100.0	100.0	

The table shows the distribution of respondents by the category with 10 to 20 years of experience means years of experience among 81 individuals. The data the smallest percentage, 24.7%, with 20 respondents indicate that the category with more than 20 years of only. This distribution indicates that more than 75% of experience represents the most significant percentage of respondents have experience ranging from less than 10 respondents, 38.3%, with 31 respondents. Meanwhile, to more than 20 years.

Table 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary and Less	10	12.3	12.3	12.3
	Diploma	21	25.9	25.9	38.3
	Bachelor	44	54.3	54.3	92.6
	Master	6	7.4	7.4	100.0
	Total	81	100.0	100.0	

The table shows the distribution of respondents by Master's degree represent the smallest proportion, at educational level among 81 individuals. The data 7.4%, with six respondents only. This distribution indicate that those holding a Bachelor's degree represent indicates that most respondents hold a Bachelor's or the most significant proportion of respondents, at Diploma degree, while those having a Master's degree 54.3%, with 44 respondents. In contrast, those having a constitute a minority.

Table 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 10 Years	30	37.0	37.0	37.0
	10 -20 Years	20	24.7	24.7	61.7
	> 20 Years	31	38.3	38.3	100.0
	Total	81	100.0	100.0	

The table shows the distribution of respondents by years of experience among 81 individuals. The data indicates that the category with less than 10 years of experience represents the most significant percentage of respondents, 38.3%, with 31 respondents. Meanwhile, the category with 10 to 20 years of experience means

the smallest percentage, amounting to 24.7%, with 20 respondents only. This distribution indicates that most respondents have experience ranging from less than 10 to more than 20 years, while the number of individuals with medium experience (10 to 20 years) is smaller.

Table 7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4th and Less	48	59.3	59.3	59.3
	5th 8th	33	40.7	40.7	100.0
	Total	81	100.0	100.0	

The table shows the distribution of respondents by educational level among 81 individuals. The data indicate that the category with grades between fourth and below represents the most significant proportion of respondents, at 59.3%, with 48 respondents. The category with grades between fifth and eighth represents the smallest proportion, at 40.7%, with only 33 respondents. This distribution indicates that most respondents belong to educational categories below the Fifth Grade. Moreover, from a managerial perspective, this shows that most employees are in the lower ranks of the job hierarchy and, therefore, are likely in the early stages of their careers. This may impact their understanding of the importance of organizational communication in decision-making.

can improve decision-making and increase organizational efficiency.

In this case, employees in the lower ranks may need additional training or support to improve their communication and decision-making skills. On the other hand, the data indicates that employees in the upper ranks (grades 5 to 8) are fewer in number, which may indicate a lack of advanced expertise or a lack of tasks that require strategic decisions. Therefore, if organizational communication is effective, enhancing this communication within the lower levels may help improve decision-making at all levels, which contributes to enhancing the organization's overall performance. These findings indicate that managers should focus on enhancing organizational communication within the lower hierarchy ranks, which

The statistical summary provides insights into the variability and central tendency of the variables **Gender, Age, Education, Years of Experience, and Grade**. For **gender**, the mean value of 1.66 suggests most respondents are closer to the second gender category, with a low standard deviation of 0.48 and a coefficient of variation (CV) of 28.85%, indicating minimal variability. For **Age**, the mean is 3.03, showing that respondents fall in the third age category on average. However, the standard deviation of 1.39 and a CV of 46% suggest moderate variability in the age distribution. Similarly, **Education** has a mean of 2.57, reflecting an average level of Education, with a standard deviation of 0.79 and a CV of 30.75%, indicating relatively consistent responses.

Regarding **Years of Experience**, the mean value of 2.06 highlights that respondents, on average, fall near the second category. However, the higher standard deviation of 0.87 and CV of 42.11% indicate more significant variability in experience levels. Lastly, for **Grade**, the mean is 1.43, suggesting most respondents are in the first-grade category, with a moderate standard deviation of 0.50 and a CV of 34.89%. Overall, the data shows varying degrees of consistency across variables, with **Age** and **Years of Experience** exhibiting relatively higher variability than the others.

Table 8

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	0.488	0.482	3.306
a. Predictors: (Constant), Organizational Communication				

The model summary table summarises the regression analysis conducted to examine the relationship between organizational communication and decision-making outcomes. The results reveal a correlation coefficient (R) of 0.699, indicating a strong positive relationship between organizational communication and the dependent variable. The R Square value, which represents the proportion of variance in the dependent variable explained by the predictor, is 0.488. This suggests that approximately 48.8% of the variation in the outcome variable can be attributed to organizational communication. The Standard Error of the Estimate is 3.306, reflecting the average deviation of the observed values from the regression line. Overall, these results underscore the significant explanatory power of organizational communication in predicting decision-making outcomes. Furthermore, the Regression Summary table

indicates a strong positive relationship between Organizational Communication and Decision Making, with an R-value of 0.699 reflecting a strong relationship indicating that improving communication within an organization contributes significantly to improving decision-making processes.

The R Square value of 0.488 shows that 48.8% of the variance in decision-making can be explained by organizational communication, reflecting the importance of communication in this process, but other factors may also play a role. The Standard Error of Estimate of 3.306 means a deviation in the estimates by 3.306, reflecting the degree of variance in decision-making outcomes based on organizational communication. These results emphasize the importance of improving organizational communication strategies to achieve the best performance in decision-making.

Table 9

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	823.920	1	823.920	75.397	.000 ^b
Residual	863.289	79	10.928		
Total	1687.210	80			
a. Dependent Variable: Decision Making					
b. Predictors: (Constant), Organizational Communication					

The results of the ANOVA test, which evaluates the statistical significance of the regression model, are presented in the table. The regression sum of squares is 823.920 with 1 degree of freedom (df), indicating the portion of the total variation in decision-making explained by organizational communication. The residual sum of squares is 863.289 with 79 degrees of freedom, representing the unexplained variation. The total sum of squares is 1687.210 with 80 degrees of freedom, showing the overall variability in the dependent variable. The mean square for the regression is 823.920, while the mean square for the residual is 10.928. The F-statistic of 75.397 demonstrates that the

regression model is statistically highly significant, with a p-value of 0.000. This result confirms that organizational communication significantly predicts decision-making outcomes at a high confidence level. In addition, the ANOVA table reflects excellent importance in evaluating the relationship between organizational communication and decision-making. Therefore, these results support the hypothesis that organizational communication has a significant impact on improving the decision-making process within the organization, which makes it necessary for management to improve communication strategies to enhance the effectiveness of decision-making.

Table 10

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.410	1.822		1.323	0.190
1 Organizational Communication	0.245	0.028	0.699	8.683	0.000

a. Dependent Variable: Decision Making

The coefficients table presents the estimated relationship between organizational communication and decision-making. The unstandardized coefficient for the constant is 2.410, indicating the expected value of decision-making when organizational communication is zero, with a standard error of 1.822. The unstandardized coefficient for organizational communication is 0.245, with a standard error of 0.028, suggesting that for each unit increase in organizational communication, decision-making increases by 0.245 units. The standardized coefficient (Beta) for organizational communication is 0.699, indicating a strong positive

effect on decision-making. The t-statistic for organizational communication is 8.683, with a p-value of 0.000, indicating that the relationship between organizational communication and decision-making is statistically highly significant. The constant term, however, has a p-value of 0.190, which is not statistically significant at the typical alpha level of 0.05. This suggests that organizational communication is essential in predicting decision-making, while constant communication does not have a meaningful effect. This non-significant constant leads to fitting a regression model without a constant.

Table 11

Model Summary				
Model	R	R Square ^b	Adjusted R Square	Std. Error of the Estimate
1	.984 ^a	0.968	0.968	3.321

a. Predictors: Organizational Communication

b. For regression through the origin (the no-intercept model), R Square measures the proportion of the variability in the dependent variable about the origin explained by regression. This CANNOT be compared to R Square for models that include an intercept.

The regression model summary presents an analysis examining the relationship between organizational communication and decision-making, with no intercept included in the model. The correlation coefficient (R) is 0.984, indicating a robust positive relationship between organizational communication and decision-making. The R Square value is 0.968, suggesting approximately 96.8% of the variance in the dependent variable is explained by organizational communication. The Standard Error of the Estimate is 3.321, reflecting the average deviation of the observed values from the regression line. Notably, as the model is specified without an intercept, the R Square represents the proportion of variability in the dependent variable explained by organizational communication, which differs from models that include an intercept, making comparisons with such models. Moreover, the Model Summary table in the regression analysis indicates a strong relationship between Organizational Communication and decision-making or any other

outcome in the organization). Based on these results, management can conclude that improving communication significantly impacts various organizational outcomes. Therefore, management strategies should enhance communication channels to ensure better results.

Conclusion and Recommendations

The communication process between information senders and receivers is critical in influencing organizational performance and services. This study underscores the importance of communication effectiveness in the banking sector, as managers' poor communication strategies can adversely affect organizations. Moreover, managers must adopt appropriate techniques for effective communication and decision-making, highlighting the need for continued research into managerial communication's significance. Organizational communication in decision-making is a growing challenge in today's competitive environment.

Its impact on decision-making remains uncertain, but effective communication is essential for gaining market advantage and building trust. In the banking sector, accurate communication supports sound decision-making. Banks are improving their communication processes, although decision-making still faces challenges related to operational complexities. Howe (1963) suggests that government policy initiatives focusing on ethics can help address communication barriers. Decision-making, a responsibility shared by managers and employees, requires balancing positive and negative outcomes (Wijnberg et al., 2002).

Ehrmann and Fratzscher (2014) note a shift from individual to committee-based decision-making, emphasizing the usefulness of scenario planning in complex environments. According to Kurtuhuz et al. (2011), effective decisions require a thorough understanding of problems supported by relevant information. Managers with strong decision-making skills contribute significantly to organizational success. In banking, managerial communication influences messages' emotional and factual aspects. Effective communication strengthens stakeholder relationships, builds cohesive teams, and drives organizational success. Managers must prioritize multitasking to stay goal-focused, motivate staff, and make financially beneficial decisions. This study's scope is limited to primary surveys, but future research could explore gender disparities in managerial decision-making within the banking sector. Researchers should also refine the conceptual framework by reassessing and adjusting variables. Recommendations for improving communication include:

1. Develop tools to improve information flow

- Create a comprehensive digital platform: A voice system includes performance reports, official documents, and meeting schedules to facilitate access to information.
- Enhancing modern communication tools: Using applications such as Microsoft Teams or Zoom to exchange and determine the immediate moment between departments.
- Dedicating communication channels Identifying: Dedicated channels for each department to improve information flow and reduce interference.
Practical example: An internal application displayed with daily updates and central quarterly reports.

2. Lack of emulation of ideas

- Sharing manufacturing stages: Publishing the "construction map" to explain the work steps innovatively.

- Launch periodic executive reports On the achievements and challenges of the institute for all employees.

- Organizing open communications: Holding semi-annual decision-making forums with employees.

Practical example: Report on electronics products made from them and their causes.

3. Feedback and participation

- Internal questionnaire design system: opinions of employees and trainees about programs and decisions.

- This includes determining the periodicity of departments in terms of observations and discussion of basic tasks.

- Involvement of various innovations: Through monthly workshops and brainstorming techniques to analyze the decision.

Practical example: Post-program questionnaires and reflection on the review of training quality.

4. Supporting the digital and collaborative industry

- Analytical dashboard: Thus, management can follow up on program performance and trainee satisfaction.

- Process design: This is for speeding up the preparation of reports and analyzing data for decision-making.

Practical example: An interactive dashboard to consume each training program and event for a final reason.

Limitation of the Study

A significant limitation of the study was organizational communication is not the only factor affecting the decision-making process, as other factors such as organizational structure, institutional culture, and managerial leadership overlap with it, which makes it difficult to isolate the impact of organizational communication from these factors. Moreover, a significant limitation was the sample's limited scope.

References

- Argenti, P. A. (2015). *Corporate Communication*. McGraw Hill Education.
- Belhekar, Vivek M. (2017) "Cognitive and non-cognitive determinants of heuristics of judgment and decision-making: General ability and personality traits." *Journal of the Indian Academy of Applied Psychology* 43 (1):75 84.

- Berrels, A. An Experimental Approach to Organization Communication: Heinemann Publishers London. 2010.
- Blake Chris. (2010) "The Art of Decision: How to manage in an Uncertain World." FT Press; New Jersey.
- Bragge, Johanna, Kallio, Henrik, Seppala, Tomi, Lainema, Timo, and Malo, Pekka. (2017) "Decision-making in a realtime business simulation game: Cultural and demographic aspects in small group dynamics." *International Journal of Information Technology & Decision Making* 16(3): 779–815.
- Cambridge Academic Content Dictionary. (2021). Decision-Making. In Cambridge Academic Content Dictionary Retrieved Oct.3 2021 from <https://dictionary.cambridge.org/de/worterbuch/englisch/decision-making>
- Carter Jr et al. (2020) This study discusses the importance of self-regulated learning in online Education, emphasizing that learner-driven efforts are vital for success
- Carter, L., Johnson, R., & Smith, T. (2020). *Organizational Communication and Strategic Decision Making*. London: Routledge.
- Cohen, Michael D., March, James G., Olsen Johan P. (1972) "A Garbage Can Model of Organizational Choice." *Administrative Science Quarterly* Vol. 17, No. 1:1-25.
- Davenport, Thomas, H. (2011) "Make Better Decisions", in Daniel Kahneman, Ram Charan, James Edward Thomas (eds.) *On Making Smart Decisions*, Harvard Business School Publishing Corporation.
- Dean, James W., and Sharfman, Mark. P. (1996) "Does decision process matter? A study of strategic decision-making effectiveness." *Academy of Management Journal* 39 (2): 368–392.
- Devito, J. A. (2016). *The Interpersonal Communication Book* (Kieran Fleming (ed.); 14th ed.). Pearson Education Limited. <https://slims.bakrie.ac.id/repository/f7d4f28f39e8b9d8c b794f6c4eb9cb0f.pdf>
- Dobrin, A. (2012, July 13). *Five steps to better ethical decision making*. Psychology Today. [#8203;:contentReference\[oaicite:0\]{index=0}](https://www.psychologytoday.com/us/blog/am-i-right/201207/five-steps-better-ethical-decision-making).
- Drucker, P. F. (2006). *The Effective Executive*. HarperBusiness.
- Drucker, Peter F. (2004) "What Makes an Effective Executive." *Harvard Business Review* 82 (6): 58-63
- Drury, C., 2008. *Management and Cost Accounting*, 7th Edition. London: Cengage Learning.
- Erjavec, Jure, Popovič, Ales, and Trkman, Peter. (2019) "The effect of personality traits and knowledge on the quality of decisions in supply chains." *Economic Research-Ekonomska Istraživanja* 32 (1): 2269-2292 .
- FEMA,S Independent Study Program, "Decision Making And Problem Solving", South Seton Avenue, 2010, P21.
- Fulop L, Linstead S, Clarke RJ. Decision making in organizations. *Management*. Palgrave, London; 1999. p.295- 334. Available from: https://doi.org/10.1007/978-1-349-15064-9_9.
- Gilgoff, Dan. (2009) "Investing in Diversity." *U.S. News & World Report*, 146(10): 72-74.
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2010). *Organizational behavior: Securing competitive advantage* (5th ed.). Prentice Hall.
- Gunther Robert, E. (2011) "The Truth about your emotions when making decisions." FT Press; New Jersey.
- Iqbal A, Ijaz M, Latif F, Mushtaq H. Factors affecting the employee performance: A case study of banking sector in Pakistan. *European Journal of Business and Social Sciences*. 2015 Nov; 4(8):309-18.
- Jefkins, F. (2003). *Public Relations*. PT Gelora Aksara Pratama
- Jennifer S. Lerner, Ye Li, Piercarlo Valdesolo, and Karim S. Kassam. (2015) "Emotion and Decision Making." *Annual Review of Psychology* 66: 799-823.
- John Wiley & Sons, Inc. (2011). *Corporate citizenship and printing practices*. In *Organizational behavior: An evidence-based approach* (12th ed.). Hoboken, NJ: John Wiley & Sons. ISBN: 978-0470-52853-2.
- Kahneman, Daniel, Tversky, A. (1974) "Judgment under uncertainty: heuristics and biases." *Science*, 185 (4157):1124–1131.
- Kahneman, Daniel, Tversky, A. (1981) "The flaming of decisions and the psychology of choice." *Science*, 211(4481):453–458.
- Kahneman, Daniel. (2011) "Thinking, fast and slow." New York: Farrar, Straus and Giroux.
- Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill/Irwin.
- Mikkelson AC, Hesse C. Conceptualizing and Validating Organizational Communication Patterns and Their Associations with Employee Outcomes. *International Journal of Business Communication*. 2023 Jan; 60(1):287-312. 17.
- Mintzberg, H. (1994). *The Rise and Fall of Strategic Planning*. The Free Press.

- Mohanty, A. & Mohanty, S. (2018). The impact of communication and group dynamics on teamwork effectiveness: The case of service sector organizations. *Academy of Strategic Management Journal*, 17 (4), 1–14.
- Nebo CS, Nwankwo PN, Okonkwo RI. The role of effective communication on organizational performance: A study of Nnamdi Azikiwe University, Awka. *Review of public administration and management*. 2015; 4(8):131-48.
- O. H. Negulescu, Using a decision-making process model in strategic management. *Review of General Management*, 19 (1) (2014), 111-123.
- Pace, R. W., Faules, D. F., & Mulyana, D. (2005). *Komunikasi Organisasi: Strategi Meningkatkan Kinerja Perusahaan* (D. Mulyana (ed.)). PT Remaja Rosdakarya.
- Pearson, A. (2018). "Transparency and Participation in Decision-Making Processes," *Journal of Organizational Leadership*, 12(3), 67-85.
- Pearson. (2018) *Beyond Millennials: The next generation of learners*. Pearson Education. Retrieved from <https://www.pearson.com>
- Peter Drucker is a renowned management theorist, and *The Effective Executive* is one of his well-known books. However, the attributed quote might not appear verbatim in his works, as it's a commonly paraphrased statement.
- Pullaro, Ray, and Jalajas, David. (2017) "The Effect of Personality on Decision Making, Conference: Northeast Business & Economics Association Annual Conference." New York, USA.
- Robbins Stephen P, Coulter, Mary A. (2018) "Management." Pearson.
- Roberts, M., & Williams, J. (2019). *Administrative Behavior in Public Institutions*. New York: Palgrave Macmillan.
- Roberts, S. T. (2019). *Behind the Screen: Content Moderation in the Shadows of Social Media*. Yale University Press. This book provides an ethnographic study of commercial content moderators who monitor social media platforms.
- Sanz de Acedo Lizárraga, María L, Sanz de Acedo Baquedano, María T., and Cardelle-Elawar, María. (2007) "Factors that affect decision making: gender and age differences." *International Journal of Psychology and Psychological Therapy* 7 (3): 381-391.
- Schermerhorn, J. R., Jr., Hunt, J. G., Osborn, R. N., & Uhl-Bien, M. (2010). *Organizational behavior* (11th ed.). Hoboken, NJ: John Wiley & Sons. ISBN 978-0-470-29441-3.
- Simon, Herbert A. (1955) "A Behavioral Model of Rational Choice." *The Quarterly Journal of Economics* 69(1), 99–118.
- Simon, Herbert A. (1957) "Models of man, social and rational." New York: John Wiley & Sons. [23]
- Ariely Dan. (2009) "The End of Rational Economics" *Harvard Business Review* 87(7): 78–84.
- Spetzler Carl, Hewitt James, Fishman D., Judd Blake. (2004) "Organizational Decision Competency: What is It. Do You Want It. How to Build It. Executive Summary of the March 17." Executive eBriefing, Strategic Decisions Group.
- Stroh, L. K., Northcraft, G., & Neale, M. A. (2002). *Organizational behavior: A management challenge* (3rd ed.). Upper Saddle River, NJ: Prentice Hall.
- Uzonwanne, F. (2016). *Rational Model of Decision Making*. Springer International Publishing, Global Enc(January). <https://doi.org/10.1007/978-3-319-31816-5>
- Wang, Y., & Ruhe, G. (2007). The cognitive process of decision making. *International Journal of Cognitive Informatics and Natural Intelligence (IJCINI)*, 1(2), 73-85.