

Organizational Climate and Its Effect on the Quality of the Decision-Making in Government Institutions: An Explorative Research on the Perceptions of a Representative Sample of Administrative Leaders in the Iraqi Ministry of Planning.

المناخ التنظيمي وأثره في جودة اتخاذ القرار في المؤسسات الحكومية

بحث استطلاعي لآراء عينة من القيادات الإدارية في مركز وزارة التخطيط

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Abstract

This paper attempts to analyze how the environment influences the decision-making capability of government organizations, with emphasis on the Iraqi ministry of planning. The study seeks to evaluate how the various dimensions of organizational climate, such as leadership, communication, trust, and participation, affect the rationality, timeliness, efficacy, and transparency of administrative decisions. The paper contributes to scholarship by providing empirical evidence from the Iraqi public sector, which constitutes a vast area of research in organizational and administrative studies. This paper is a result of the combination of theory and empirical research on organizational climate/decision making and a numerical descriptive-analytical study. The author conducted a survey on several department staff members, which was analyzed using the appropriate statistical techniques. The results showed that, in each organizational climate dimension, the quality of decision making improved, and leadership and participation were the most notable ones. The findings revealed that a positive climate in the organization increases the administrative climate as well.

Key words: Organizational climate; Organizational climate, Decision making quality, Leadership, Trust, Communication.

المستخلص

تبحث هذه الدراسة العلاقة بين البيئة التنظيمية وجودة صنع القرار داخل المؤسسات الحكومية، مع التركيز بشكل خاص على وزارة التخطيط العراقية، وتسعى إلى تحديد أثر أبعاد المناخ التنظيمي - القيادة، والتواصل، والثقة، والمشاركة - على عقلانية القرارات الإدارية، وتوقيتها، وفعاليتها، وشفافيتها. تُقدم هذه الدراسة إضافة علمية من خلال عرض أدلة تجريبية من القطاع العام العراقي، وهو مجال لا يزال غير مستكشف بشكل كافٍ في البحوث التنظيمية والإدارية. وتستند الدراسة إلى إطار نظري يدمج بين مفاهيم المناخ التنظيمي وصنع القرار، مدعوماً بتطبيق عملي باستخدام منهجية وصفية تحليلية كمية. جُمعت البيانات باستخدام استبانة موحدة وُزعت على موظفين من عدة إدارات، ثم جرى تقييمها باستخدام تقنيات إحصائية مناسبة. تشير النتائج إلى أن للمناخ التنظيمي أثراً إيجابياً ذا دلالة إحصائية على جودة صنع القرار، مع كون القيادة والمشاركة هما الأكثر تأثيراً. وتبين النتائج أن تهيئة مناخ تنظيمي داعم تُعزز الأداء الإداري، وتُحسن فعالية الحوكمة، وتُسهّل تقديم خدمات عامة متميزة.

الكلمات المفتاحية: المناخ التنظيمي، جودة اتخاذ القرار، القيادة، الثقة التنظيمية، الاتصال الإداري.

1. Introduction and Research Framework

1.1 Introduction

Organizational climate has become a very essential concept in the field of management and organization behavior as it summarizes the general attitude of employees about the policies, processes, and other forms of behaviour that affect them in their work environment. Good climate promotes trust, open communication, and teamwork, whereas bad climate may cause innovation, decrease motivation and make managers more difficult to make good decisions. Service delivery, national growth and people are directly influenced by choices made in the organization, which is why a good organizational environment is particularly valued in the public-sector and making decisions in the government context is never easy because there are a multitude of people involved, the resources are small, and there exist greater levels of responsibility. Under such circumstances, the quality of decisions is not only based on technical talent and access to information, but the entire organizational environment that influences the quality of communication between people, their level of participation, and trust to one another. In fact, studies conducted in industrialized countries have shown that positive and open work cultures improve the quality of decisions through the sharing of information, reduction of unnecessary violence, and the systematic and evidence-based ways of doing things. However, there is limited literature in research exploring this relationship in the emergent and Arab culture, and therefore there is need to have empirical research that examines the role of organizational climate in decision-making processes in governmental institutions.

1.2 Research Problem

One of the most important aspects of a government is a decision-making process that enables making it more efficient, accountable, and effective in general. Although this is essential, numerous Iraqi public organizations continue to experience issues that cannot vanish and include the slowness, lack of efficiency, ineffective coordination, and poor choices that cannot be made on the premise of insufficient facts. Earlier articles emphasize the importance of organizational atmosphere as another important factor that affects the behavior of employees and the quality of administrative decision-making. However, there is still limited empirical research on the topic of exploring this connection within Iraqi public institutions. Very limited research has attempted to examine the role of selected aspects of organizational environment such as leadership, communication, trust, and participation on rationality, timeliness, efficacy and openness of government decisions. To address this gap, this study will seek to find answers to the following research questions:

- How does organizational climate influence the quality of decision-making made by the employees of the Iraqi Ministry of Planning?
- Which features of organizational climate (leadership, communication, trust, participation) influence the quality of the decision-making process the most?
- What is the impact of cultural and organization contextual factors in Iraq on the organizational climate-decision making quality relationship?

1.3 Importance of the Research

The study helps to fill a gap in the knowledge about organisational behaviour and decision-making in Arab public-sector organisations, particularly in Iraq. It makes evidence-based practical proposals to the Iraqi Ministry of Planning to enhance the internal climate and decision-making. The improvement of decision quality promotes the issue of better governance, accountability and long-term development.

1.4 Research Objectives

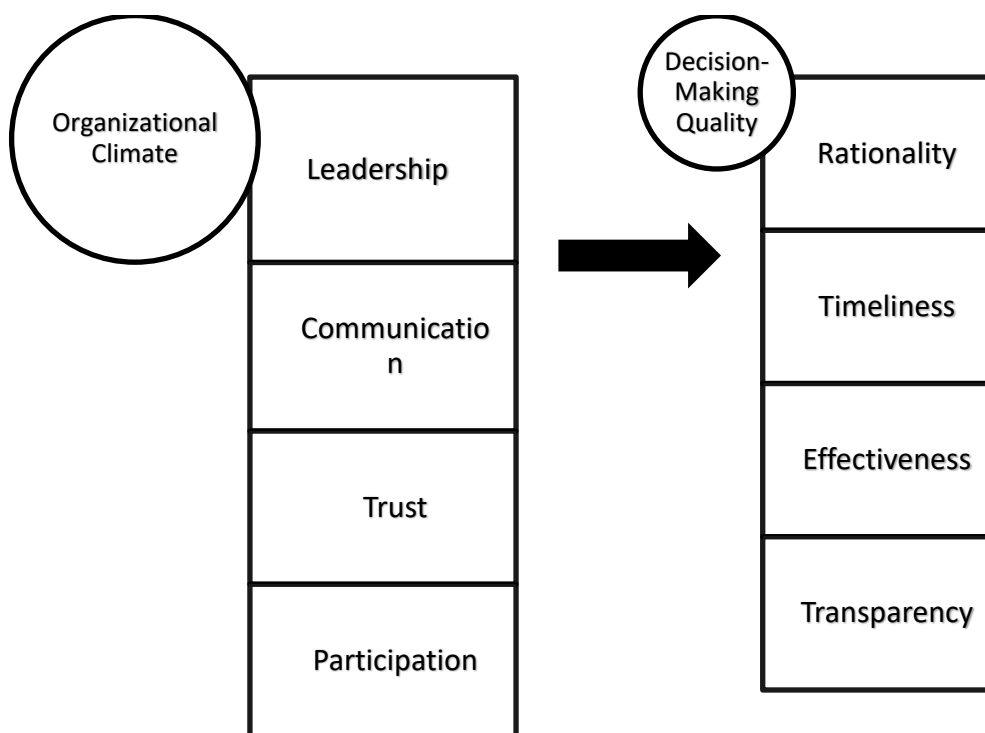
the following are the objectives that the studies aim to achieve:

1. Test the relationship between organizational environment and decision-making quality in the Iraqi Ministry of Planning.
2. Determine how leadership, communication, trust, and involvement affect the logic, timeliness, effectiveness, and transparency of decision-making.
3. Formulate effective recommendations about how to improve the climate in government organizations to make decisions better.

1.5 Research Model

The research model shows the relation between organizational climate and quality of decision-making in the public sector. As explained in the model, the organizational climate is an independent variable, which is illustrated through four dimensions: leadership, communication, trust, and participation. These dimensions reveal the pertinent features of the organizational surroundings that impact the way the employees relate with the management, the way they communication, and the way they participate in the decision-making process. In the model, quality of decision-making is the dependent variable, which qualifies decisions in relation to rationality, timeliness, effectiveness, and transparency. The model posits that organizational climate that is supportive, improves the quality of decision-making because its better information flow, more employee participation, more supportive organizational trust, and more collaborative organizational problem-solving. The study, therefore, hypothesizes that the various dimensions of organizational climate have a positive relationship with the quality of decision-making at the Iraqi Ministry of Planning. The study's conceptual framework is shown in Figure (1)

Figure (1): Proposed Research Model



Source/Designed by the researcher

1.6 Research Hypotheses

This research is guided by the main hypothesis that **organizational climate dimensions have a significant effect on the quality of decision-making**. From this assumption, the following sub-hypotheses are derived:

- H1:** Leadership as a dimension of organizational climate positively influences the quality of decision-making among employees in the organization
- H2:** Communication practices within the organizational climate positively affect employees' decision-making quality in the organization
- H3:** Trust—both among employees and between employees and management—positively contributes to decision-making quality in the organization
- H4:** Employee participation in decision-making processes positively enhances the quality of managerial decisions in the organization.

1.7 Scope and Limitations

- Organizational: Iraqi Ministry of planning.
- Human: workers in the various administrative levels.
- Temporal: data will be gathered between 10/2025-12/2025.
- Methodological: perceptions based on the questionnaire.

1.8 Previous Studies

Overview of Key Empirical Studies

Dean and Sharfman (1996)

Dean and Sharfman analysed the relationship between decision-making processes and efficacy of decisions at the strategic level. Their studies revealed that the better decisions are made when the facts have been carefully looked at and structured and logical decisions are made have reduced risks and better strategic outcomes. The paper underlined that the process of decision making has been as important as the decisions.

Patterson et al. (2005)

Patterson and his team conducted an extensive research on the organizational environment and developed an elaborate measurement scale which encompassed such items as clarity of the goals, support of the managers, and creativity. Their results showed that favorable organizational climate is associated with enhanced job satisfaction and has a positive impact on the efficacy of decision making. A lot of individuals consider this work as one of the most important relationships between organizational climate and organizational performance.

Elbanna (2006)

Elbanna examined the process of making strategic decisions in the Arab world, but focused on the Egyptian businesses. The study highlighted that cultural and organizational environments have a strong implication on strategic decision type and quality. The flexibility, employee participation, and access to information were identified as the most important elements that affect the outcome of decisions. The findings revealed that analytical tools are not the only factors that influence the quality of decisions, but also cultural and organizational characteristics.

Schneider, Ehrhart, and Macey (2013)

looked analyzed the relationship between atmosphere of a business and whether its employees perform well in the jobs relative to other companies. Their results showed that climate is a shared perceptual system that guides individual behavior and aligns individual behavior with corporate goals, thereby enhancing the administrative effectiveness. The present study substantiated the view of organizational climate as a key concept on understanding the behavior and performance of organizations.

Critical Review of Previous Studies

The study of organizational climate and decision-making has produced an important contribution to the effect of the internal settings on administrative efficacy. According to Schneider et al. (2013), climate is a shared perceptual system that aligns the self-activity with the community

aspirations, and thus, has an impact in performance. Patterson et al. (2005) also demonstrated how climate had numerous dimensions and it was directly linked to job satisfaction and the outcomes of decisions. The two studies concur that organizations perform well when they have enabling creative environments. On the contrary, Dean and Sharfman (1996) and Elbanna (2006) attach more importance to the process of decision making. Dean and Sharfman argued that analytical and rational processes play major roles in the quality of decisions made and Elbanna demonstrated that cultural and organizational conditions impact the application of processes, particularly in Arab organizations. These results suggest that rational analysis can generally increase the quality of the decision, but its effectiveness is also related to the cultural and organizational context of its application. Taken together, past studies point to the fact that there is an inherent overlap of organizational environment and the decision-making process. However, a considerable amount of the study does not analyze both climate and decision-making processes together but focuses on either of them (Dean et al., 1996; Patterson et al., 2005; Elbanna et al., 2006; Schneider et al., 2013). This split causes a research gap, in particular, in terms of interaction among organizational climate and cultural drivers of quality in decisions in Arab public-sector settings. Such a gap can be useful to fill in gaps in theory and practice by integrating two research streams that have often been examined separately and providing country-specific data in countries such as Iraq. **Research Gap**

Research Gap

Although the contribution of past research is valuable, most of the available research has focused on organizational climate and decision-making individually especially in developed or the private sector. There are few empirical studies, which focus on the connection between these variables within Arab institutions of the public sector. Thus, this research aims at bridging this gap by considering the role played by organizational climate in decision-making quality in the Iraqi Ministry of Planning.

2. Theoretical Framework

2.1 Organizational Climate

2.1.1 Concept of Organizational Climate

Organizational climate can be defined as the perceptions of the employees about the rules, policies and procedures that define their working environment. Such perceptions are related to the way people perceive and interpret their place of work and this is why organizational climate has such an impact on the attitudes, emotions, and behavior of employees in the workplace (Schneider, Ehrhart, and Macey, 2013, 361; Patterson et al., 2005, 380). Organizational culture is considered to be very strong and more solid, whereas organizational climate is more dynamic and less tangible, which makes it an effective managerial tool to improve an organization (Parker et al., 2003, 390; Jain, Sandhu, and Goh, 2015, 56). Empirical research shows that positive climate in organizations is related to greater innovation rates, teamwork, and commitment to an organization, and a negative climate can result in dissatisfaction, withdrawal, and change resistance (Kundu and Lata, 2017, 705; Chigbu, 2024, 3).

2.1.2 Aspects of Organizational Climate

The literature singles out some basic dimensions of organizational climate that are especially applicable to making decisions within the context of a public-sector organization.

1-Leadership: has been a key to the expectations and direction and an indicator of organizational values. The supportive, fair, and empowering leadership behaviors lead to trust, psychological safety, and employee engagement which also contribute to performance and participation in making decisions (Patterson et al., 2005, 392; Al-Yahya, 2009, 390; Kundu and Lata, 2017, 708). The transparency, openness and timeliness of information flow within the organization

- 2-**Communication**: Efficient communication helps to organize and coordinate, minimize ambiguity, as well as allow the employees to receive the required information, elucidate any uncertainties, and provide informed views on decision-making procedures (Nordin, Takim, and Nawawi, 2014, 115; Toseef, Zubair, and Zubair, 2022, 4).
- 3-**Trust**: is the belief of the employees in the honesty, the expertise and the goodwill of the leaders and co-workers. The existence of high interpersonal and organizational trust fosters cooperation, sharing of knowledge and taking risks, which in turn encourages more innovative and effective decision-making (Jain et al., 2015, 60; Lintang, 2024, 2).
- 4-**Participation** is associated with participation of the employees in discussions and problem-solving activities and in decision making processes. As the employees get a sense that their views are heard and their efforts are appreciated, they become more inclined to belonging, taking responsibility and responsibility to organizational decisions (Patterson et al., 2005, 401; Matheis, 2024, 6). In all these dimensions, it is always shown that positive organizational climates relate to improved levels of performance, motivation and organizational commitment as compared to negative climates that are associated with low morale, weak cooperation and poor decision making outcomes. (Schneider et al., 2013, 365; Chigbu, 2024, 5; Kundu & Lata, 2017, 710).

2.2 Decision-Making Quality

2.2.1 Definition

The quality of decision-making is used to refer to how the organization makes rational, effective, timely, strategic, and aligned decisions. The quality decision-making is based on the systematic analysis, the credibility and relevance of information, and the correct thinking, which allow organizations to attain the desired results with a minimum risk of unwanted adverse effects (Dean and Sharfman, 1996, 370; Elbanna, 2006, 6). Decision-making quality is especially significant in the sphere of the public sector as the decisions made often imply the distribution of resources, the implementation of policies, and the delivery of services that have a direct impact on the citizens and the welfare of society (Sari, 2023, 41). Based on this, the concept of quality of decision making is one that involves the process of decision-making and the quality of the decision made.

2.2.2 Aspects of Decision-Making Quality

Researchers and practitioners have recognized that there are key dimensions that can be applied to define the quality of decision-making in the public administration (Sari, 2023, 40; U.S. Government, 2016, 5; World Bank, 2011, 11).

- 1-**Rationality** is the degree to which the choices are made based on systematic analysis, empirical evidence, and rational consideration instead of intuition or tradition. Rational decision-making considers both long- and short-term effects and puts alternative decisions in line with organizational goals (Dean and Sharfman, 1996, 372; Elbanna, 2006, 8).
- 2-**Timeliness** can be defined as the capacity to make decisions within a reasonable period so that they are relevant and responsive to the emerging issues. Too many delays or procrastination can lower the effectiveness of otherwise good decisions especially when dealing with a fast-changing policy environment.
- 3-**Effectiveness** refers to how effective the decisions are in the attainment of the desired objectives. Good decisions help to improve performance of the organization, service delivery, and productivity as well as minimize errors, inefficiency, and wastefulness.
- 4-**Transparency** It entails the decision-making process based on understandable and documented procedures to enable the stakeholders to understand how it was arrived at. As a more powerful guaranty of accountability, transparency will minimize the chances of unethical or capricious behavior (World Bank, 2011, 14; Sari, 2023, 43).
- 5-**Participation**- means that employees and other concerned parties are included in decision making. This type of involvement incorporates a variety of ideas and experiences, makes

decisions more acceptable, and enables more convenient implementation (Sari, 2023, 44; Matheis, 2024, 7).

2.2.3 Significance of Decision-Making Quality

The quality of management and administration decisions depends on organizational climate. Leadership that is supportive, with clear levels of communication, significant trust and relevant employee involvement gives more precise information, varying points of view and increased cooperation to the decision-makers (Parker et al., 2003, 395; Matheis, 2024, 9). These circumstances encourage the rational, timely and transparent decision-making, as employees are more inclined to express concerns, to present alternative perspectives and to dispel poor assumptions. This correlation is especially one that is critical in the kind of organizations running in the public sector as the decisions made are normally intricate, have more than one stakeholder and the accountability level of the decisions made is very high. On the other hand, stiff hierarchies and low-trust cultures can also hamper the quality of decisions because they limited information flow and discouraged initiative (Elbanna, 2006, 10; Iddrisu, 2025, 5). Despite the fact that open, fair, and collaborative organizational environments contribute to the effectiveness and legitimacy of the decisions taken by the population, the empirical evidence concerning the research dynamics in Arab and Iraqi governmental bodies is, nevertheless, scarce, which is why there is an evident research gap (Chigbu, 2024, 7; Iddrisu, 2025, 6).

2.1.3 The Effect of Organizational Climate on Decision-Making

Organizational climate has a significant influence on the quality of managerial and administrative decisions. Supportive leadership, transparent communication, high levels of trust, and meaningful employee participation provide decision-makers with more accurate information, diverse viewpoints, and enhanced collaboration (Parker et al., 2003, 395; Matheis, 2024, 9). These conditions promote rational, timely, and transparent decision-making, as employees are more willing to share concerns, express alternative viewpoints, and challenge weak assumptions. This relationship is particularly critical in public-sector organizations, where decisions are often complex, involve multiple stakeholders, and are subject to high levels of accountability. Conversely, rigid hierarchical structures and low-trust environments may undermine decision quality by restricting information flow and discouraging initiative (Elbanna, 2006, 10; Iddrisu, 2025, 5). Although open, fair, and collaborative organizational environments enhance both the effectiveness and legitimacy of public decisions, empirical research examining these dynamics within Arab and Iraqi governmental institutions remains limited, highlighting a clear research gap (Chigbu, 2024, 7; Iddrisu, 2025, 6).

2.3 Linking Organizational Climate to Decision-Making Quality

The quality of decision making is closely related to the organization climate. An environment of support, which implies the presence of competent and ethical leadership, open lines of communication, a high degree of trust, and meaningful involvement, establishes the conditions in which the rational, timely, effective, and transparent decisions have a higher chance of appearing (Schneider et al., 2013; Patterson et al., 2005; Jain et al., 2015). Employees become ready to exchange knowledge, speak out, and cooperate in decision-making in such a setting, which leads to the increased richness of the knowledge base and the rationale behind the decisions (Parker et al., 2003; Matheis, 2024). These connections in the context of organizations in the public sector carry significant implications in the matters of governance and service delivery. Positive organizational climate may decrease the number of errors, improve accountability, and promote innovative ways to solve complicated policy problems (Sari, 2023; U.S. Government, 2016). In the case of organizations like the Iraqi Ministry of Planning, where decisions have a direct impact on the priorities of the national development, the analysis and the improvements of organizational climate can provide a strong channel of enhancing the quality of decisions and the overall performance of administration (World Bank, 2011; Chigbu, 2024). The paper thus resides at the

crossroad of organizational climate and quality of decision-making with an emphasis on the context of the public sector in an Arab and a developing country.

3. Research Methodology

3.1 Research Design

This study employed a quantitative descriptive-analytical study design to explore the role of organization environment on quality of decision-making within governmental organizations, which is the Iraqi Ministry of Planning in particular. The descriptive part of the design is used to determine and describe what the employees think about the organizational climate dimensions and the quality of their decisions, and the analytical part is used to test the hypotheses put forward and determine the type and intensity of relationships between the factors of study. The quantitative approach is considered appropriate in this research as it would allow gathering the data systematically in a relatively large sample of respondents and objectively study the relationships between variables statistically. The analysis utilizes standardized measurement scales and numerical data to ensure the consistency, comparability and replicability of the findings, which are the key qualities of empirical research in organizational and administrative research. The study design is cross-sectional as the information was collected at a single point in time on the respondents. Such a form is suitable to analyzing current organizational situations and the current outlook of the employees without making the effort to trace the changes over time. The study design is often selected because of its efficiency and practicality, particularly to examine attitudinal and perceptual variables (organizational climate and quality of decisions made) as well as the combined effect of each on the other when using cross-sectional design is essential in the study (Morey, 2011). The design will be used to provide statistical methodologies such as descriptive statistics, correlation analysis, and multiple regression analysis to provide empirical data that will either support or dismiss the hypotheses mentioned.

3.2 Population and Sample

The population of the study was employees who work at various levels of the administration in the ministry of planning in Iraq. The overall population was around 850 employees who were spread in various administrative sections in the ministry. A stratified random sampling method was used in order to provide sufficient representation of all the administrative units to be included in the study. This approach enabled the researcher to cluster the population in the relevant administrative groups and sample the respondents in proportion to the group hence enhancing the representativeness and reliability of data gathered. The sampling table prepared by Krejcie and Morgan (1970), provides the 266 respondents to be used as the sample size in case of a population of around 850 people at a 95% level of confidence and a 5% margin of error. This statistical guideline was used to distribute 266 questionnaires, which were used in the final analysis. This sampling methodology is a good way to make sure that the respondents sampled are relevant to the research population and a valid platform on which to draw a broader conclusion about the research findings in the Iraqi Ministry of Planning.

3.3 Data Collection Methods

A standardized questionnaire was used to collect the data based on the validated tools in the literature. The questionnaire was divided into two:

- 1-The demographic traits of respondents.
- 2-Measures of organizational climate and decision making quality, Responses were rated using a five point Likert scale that had the extremes of strongly disagree (1) and strongly agree (5). This scale gives a very strong indicator of perceptions and attitude of the respondents regarding organizational phenomena.

3.4 Research Instrument (Questionnaire)

In this research, a structured questionnaire was the major data collection tool that would be used to assess the perception of the employees towards organizational climate and quality of decision-making at the Iraqi Ministry of Planning. The questionnaire was designed with a comprehensive check of the available literature and previous validated scales of measurements to achieve a conceptual consistency and high rigor of the methodologies (Schneider, Ehrhart, and Macey, 2013; Patterson et al., 2005). There were three main sections of the questionnaire. The first part was a demographic compilation of the participants such as gender, age, education, years of service and job position, as well as department. The information was applied to characterise the study sample and facilitate the further statistical analysis. The second section included organizational climate as the independent variable. Organizational climate was conceptualized using four dimensions, namely, leadership, communication, trust, participation. These dimensions were based on the existing scales of organizational climate measurement scales that were invented by Patterson et al. (2005) and Schneider et al. (2013). Decision-making quality was used as a dependent variable in the third section. This construct was assessed based on four dimensions i.e. rationality, timeliness, effectiveness, and transparency. The measurement items were based on the previous studies about the decision-making processes and the administrative decision effectiveness (Dean and Sharfman, 1996; Elbanna, 2006). The measurement of all the questions in the questionnaires was done on a five-point Likert scale, which was 1 (Strongly Disagree) to 5 (Strongly Agree). The increased scores denote more favorable views of organizational climate and greater degrees of the quality of decision-making.

3.5 Validity and Reliability

The questionnaire was subjected to a test to ensure that the study tool was scientifically sound. These two qualities need to be established in order to ensure that the instrument is precise in measuring the constructs intended to be measured and provides consistent results.

Validity

Content validity was guaranteed through a critical evaluation of the theoretical literature on the topic and past tested measurement scales of organizational climate and quality of decision making. The questionnaire was structured and tailored to the existing studies in the field of organizational behavior and public administration, therefore, there was consistency in the objectives of the research, the theoretical framework, and the items to be measured. The questionnaire was also scrutinized by a committee of academic experts in management and organizational studies to ensure that the questions are appealing, understandable and acceptable to the Iraqi society in the realms of the public sector. Their criticism made us improve the wording of some of our statements and the instrument more coherent. The construct validity in the research was supported by the logical structure of the questionnaire, which was divided into distinct dimensions that reflected the research variables. The measurement of quality of decision-making was based on its rationality, timeliness, effectiveness, and openness and that of the environment was based on the measures of the level of its communication by leaders, level of trust, and level of engagement. This framework depicts conceptual definitions that are applied in the theoretical framework and assists the measurement model remain consistent internally.

Reliability

The reliability of the questionnaire was checked with the help of the Cronbachs Alpha coefficient. It is a usual method of testing the internal consistency of measuring scales that have more than one item. We calculated the Alpha values of Cronbach of each section of the organizational atmosphere and the quality of decision making , and the overall questionnaire.

Table (1): Reliability Analysis Using Cronbach's Alpha

Variable	Dimension	Number of Items	Cronbach's Alpha
Organizational Climate	Leadership	6	0.87
	Communication	6	0.84
	Trust	6	0.86
	Participation	6	0.83
Decision-Making Quality	Rationality	5	0.85
	Timeliness	5	0.82
	Effectiveness	5	0.88
	Transparency	5	0.84
Overall Scale	—	44	0.91

Table (1) reveals that the reliability analysis based on Cronbachs Alpha shows that there is a high degree of internal consistency within all dimensions of the research instrument. Cronbach Alpha values of organizational climate dimensions were 0.83 to 0.87, and they indicate a high degree of reliability on the leadership, communication, trust, and participation constructs. On the same note, the quality dimensions of decision making had satisfactory reliability values with Cronbach Alpha coefficient ranging between 0.82 and 0.88 which validated the consistency of the items used to measure rationality, timeliness, effectiveness, and transparency. Moreover, the total reliability coefficient of the questionnaire was 0.91, which is more than the generally accepted reliability standard in social science research and is evidence of very high internal consistency. The findings substantiate that the instructions in the questionnaire are consistent and valid to estimate the variables of the study and that the measurement tool used in the research is consistent and can be used in further statistical tests such as correlation and regression analysis. In line with this, the questionnaire was considered suitable in studying the linkage between organizational climate and decision-making quality at the Iraqi Ministry of Planning.

3.6 Data Analysis Techniques

The research hypotheses were tested and the study objectives achieved through appropriate statistical analyses of the data collected. The study was done using the Statistical Package of the Social sciences (SPSS). This program is a typical one that is applied in social science and administrative research to examine quantitative data. Initially, descriptive statistical methods were applied in summarizing and describing the key variables of the research and characteristics of the study sample. These methodologies involved frequencies, percentages, averages, and standard deviations, which provided the overall description of the respondents demographics and the way they were satisfied with the quality of decision-making and the environment at the company. The relationship between the study variables was determined by Pearson correlation analysis to identify the strength of the relationship and the relationship position. It examined the organizational climate dimension (leadership, communication, trust, and participation) and quality of decision-making dimension (rationality, timeliness, effectiveness, and transparency). This research design helped to detect the evidence of the first order suggesting significant correlations between the variables, moreover, the multiple regression analysis was applied to help to assess the impact of the organizational climate factors on the quality of decisions made and to test the proposed research hypotheses. Regression coefficients were used to determine the proportional influence of each independent variable to the variation observed in the dependent variable. To determine the overall

strength of the regression model, the coefficient of determination (R^2) and F-statistics were examined to determine the degree to which the model explained the data and its significance. All statistical tests were carried out at 95% level of confidence, which is set at 0.05. These analysis techniques provided us with a good base on how to interpret the findings and draw inferences on the impacts of the organizational climate of the Iraqi Ministry of Planning in influencing the quality of decisions.

4. Data Analysis and Results

4.1. Descriptive Statistics

Table 2 represents the descriptive statistics of all the research variables. The findings indicate that individuals tend to have a favorable perception of the organizational climate. The highest average rating was leadership ($M = 4.12$), and the lowest one was trust ($M = 3.88$). All in all, the quality of decision-making scored well ($M = 3.97$), which indicates that those who provided answers to the question believed that the decision-making processes within the ministry were good.

Table 2 Descriptive Statistics of Research Variables

Variable	N	Mean	SD	Min	Max
Leadership	266	4.12	0.58	2.5	5.0
Communication	266	3.95	0.63	2.0	5.0
Trust	266	3.88	0.61	2.0	5.0
Participation	266	4.01	0.60	2.5	5.0
Decision-Making Quality	266	3.97	0.55	2.5	5.0

4.2 Correlation Analysis

Table 3 indicates that there are positive and significant relationships ($p < 0.01$) between the dimension of the organizational climate and quality of decision making. The strongest ones were leadership ($r = 0.52$) and participation ($r = 0.50$), then communication ($r = 0.48$), and trust ($r = 0.46$) which proved hypotheses of the study.

Table 3. Pearson Correlation between Organization climate and the Quality in the decision making.

Variable	1	2	3	4	5
1. Leadership	1				
2. Communication	0.54**	1			
3. Trust	0.51**	0.49**	1		
4. Participation	0.56**	0.50**	0.52**	1	
5. Decision-Making Quality	0.52**	0.48**	0.46**	0.50**	1
Note: ** $p < 0.01$					

4.3 Regression Analysis

The study was conducted by means of multiple regression analysis to determine the predictive value of dimensions of organizational climate on the quality of decision-making. Table 4 demonstrates that the model was statistically significant ($F(4,261) = 42.78$, $p < 0.001$) and accounted 39 per cent of the variability in the quality of decision-making ($R^2 = 0.39$). The best predictors were leadership ($b = 0.27$, $p < 0.001$) and participation ($b = 0.25$, $p = 0.001$), communication ($b = 0.18$, $p = 0.006$) and trust ($b = 0.15$, $p = 0.018$). These findings confirm that the positive changes in climate dimensions have a significant positive impact on decision-making.

Table 4. Multiple Regression Analysis Predicting Decision-Making Quality

Predictor	B	SE B	β	t	p
Leadership	0.35	0.07	0.27	5.00	<0.001
Communication	0.22	0.08	0.18	2.75	0.006
Trust	0.19	0.08	0.15	2.38	0.018
Participation	0.32	0.07	0.25	4.57	<0.001

Model Summary: $F(4,261) = 42.78$, $p < 0.001$, $R^2 = 0.39$

4.4 Hypothesis Testing

All the four hypotheses were accepted. The quality of the decisions was significantly and positively influenced by each dimension of the organizational climate. These findings support the theoretical assumption according to which leadership, communication, trust, and participation are the key drivers of high-quality decision-making in the institutions of the public sector.

5. Discussion, Conclusions, and Recommendations

5.1 Discussion

The study provides significant proof that organizational environment is a factor that has a significant and varied influence on the quality of decision-making within the Iraqi ministry of planning. All four features of organizational climate, namely leadership, communication, trust, and participation showed positive relationships to reasonable, timely, effective, and open decisions. This finding is consistent with the theory and other past empirical studies carried in both the government and the business world.

According to the regression outcomes, **leadership** is the most significant variable in the good decisions. When workers perceive their leaders to be helpful, fair, and able, they tend to give useful information, obey the rules of the company and cooperate to get solutions to the issues. This is in favour of the notion that the behaviour of leaders influences the psychological climate of the workplace and has a direct impact on the quality of administrative decisions. **Participation** also proved to be a significant characteristic. It demonstrated that employees feel more ownership, more accountable and take into consideration broader scope of viewpoints in problem solving when they are engaged in decision making. This is particularly important in the case of organizations that are public, since most decisions usually influence several individuals and require numerous consents before they are functional. **Communication and trust** were rather significant, despite the fact that they did not predict the outcomes as well as leadership and engagement did. Communication ensures that the employees are provided with the appropriate information at the appropriate time. This reduces the confusion factor and assists individuals to make decisions grounded on facts. Similarly, the greater the trust among the individuals and organizations, the greater the level of open communication, reduced conflict and employees expressing their concerns without the fear of getting into trouble. The findings will fill a huge gap in the literature given that the findings provide empirical support of an Arab institution in the public sector, which remains uncharted territory in organizational behavior studies. The findings further indicate that a reform should be done in the public-sector in Iraq which must be done in accordance with the psychological and organizational climate rather than the adjustments in the structure or regulations. Practically, the findings suggest that the following should be put at the first position by the leaders in the ministry:

1. Developing better leadership and ethical conduct
2. Providing the employees with additional opportunities to participate in decision-making and planning.
3. Establishing means through which individuals can communicate with one another and make remarks.
4. Implementing measures such as setting up of trust programs, such as transparent regulations and equitable assessments of work results.

All these can improve the environment in making good decisions and improving the results of the administration.

5.2 Conclusion

The research confirms that organizational climate plays a major role in the quality of decisions in the Iraqi Ministry of Planning.

1. An open and participative culture of the workplace makes the process of decision-making effective and enhances the feeling of belonging, motivation, and social responsibility among employees.
2. The organizational climate was distinguished as having four main dimensions, which were found to be main determinants of quality of decision-making: leadership, communication, trust, and participation.
3. The factors with the most impact on the quality of decision-making were identified to be leadership and participation.
4. A fair and supportive leader motivates the employees to share information, abide by the organizational policy and be active in solving their problems.
5. Involvement of employees in decision making improves ownership, accountability and decision acceptance.
6. Another benefit of participation is that the different views can be heard and in situations where the decisions made by the participants impact a number of individuals, this is very crucial especially in publicly run institutions.
7. Trust, and communication, though are a little less predictive than leadership and participation, are still keys to developing an effective organizational climate.
8. Effective communication makes sure that the employees get the right information in the right time and therefore the information will carry less ambiguity and evidence based decisions are supported.
9. Organization trust fosters openness and minimizes conflicts as well as provides a secure environment in which employees are allowed to raise concerns and come up with innovative ideas.
10. All these combined together form a teamwork and innovative organizational culture that enhances administrative performance and decision making, The results make significant governance and populist administration implications in Iraq.
11. To enhance the level of decision-making, it is necessary to not only have structural changes but also build a healthy organizational climate.
12. Leadership development policies, open communication, trust-building processes, equitable performance appraisal, and increased involvement of employees can help in a significant way in enhancing performance of the public sector.
13. The reforms enhance good governance since the decisions are made being informed, widely supported, and geared towards the organizational and societal goals.
14. Another research gap that is identified in the study is the lack of empirical studies on organizational climate and the decision-making in Arab public-sector institutions.
15. Further research on further moderating variables which include organization culture, administrative systems, digital transformation, and political pressure is needed in future.
16. Digital transformation can change the communication systems and leadership relations, and political aspects can affect the level of participation and trust in organizations.
17. Encouraging a positive organizational climate is not only a management practice but also a strategic requirement of organizations that aim at enhancing better governance and effectiveness in decision making in the public institution.

5.3 Recommendations

The conclusions of the study and the empirical data of the Iraqi Ministry of planning offer many applicable steps to be taken in order to enhance the quality of decision-making and the climate in the government agencies.

- To begin with, there is an idea that the leaders in the public sector should work harder on enhancing leadership by promoting fair, ethical, and supportive management practices. Leadership development programs can be introduced in order to assist managers to lead their teams better, involve people, and establish a trustful climate. Leadership has been identified to be among the most significant factors that influence quality of decision-making.
- Second, the government agencies ought to improve their internal communication system by ensuring that the information is exchanged in an open, transparent, and timely manner. Establishing both formal and informal methods of people to communicate with each other, and people to provide feedback can assist in clearing up a misunderstanding, enhance the coordination between departments, and guide people to make decisions based on facts.
- Third, there should be an attempt to establish and maintain trust to the organization among the employees and among the employees themselves as well as the management. This may be achieved by ensuring that the process of decision making is clear, rules are adhered to and fair means of rating performance is used. Trust must be established to make people share information, collaborate and engage in positive discussions as making decisions.
- Fourth, employees must be more involved in decision making, by having people in various levels of management participate in discussions on planning, solving problems and setting of policies. The participation persuasion methods will make the employees feel more accountable and in control, and the decisions will be more accepted and effective.
- Finally, we would recommend the Iraqi Ministry of Planning to rely on continuous evaluation systems to maintain an observational eye on the decision-making process and the organizational climate. Performance reviews and surveys carried out at a regular rate can help identify issues, propose solutions, and ensure that the administrative performance and the quality of governance continue to improve.

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Appendix (A): Research Questionnaire

Title: Questionnaire on Organizational Climate and Decision-Making Quality (*Applied to Employees of the Iraqi Ministry of Planning*)

Instructions to Respondents: This questionnaire is exclusively for use in academic research. All comments will be kept completely private and used only for scientific research. Please read each statement carefully and use the five-point Likert scale below to show how much you agree or disagree with each one:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Section A: Demographic Information

Gender: ☐ Male ☐ Female

Age: ☐ Less than 30 ☐ 30–39. ☐ 40–49 ☐ 50 and above

Educational Qualification: ☐ Diploma ☐ bachelor's degree ☐ master's degree ☐ PhD

Years of Service: ☐ Less than 5 ☐ 5–9 ☐ 10–14 ☐ 15 and above

Job Level: ☐ Executive ☐ Supervisory ☐ Middle management ☐ Senior management

Department / Unit:

Section B: Organizational Climate**B1. Leadership**

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My direct supervisor provides clear guidance for performing work tasks.					
2.	Leaders encourage employees to share ideas and suggestions.					
3.	Managers treat employees fairly when assigning duties and responsibilities.					
4.	Leaders support employees when they face work-related difficulties.					
5.	Management makes decisions in an ethical and transparent manner.					
6.	Leaders recognize and appreciate employees' efforts and achievements.					

B2. Communication

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.	Information needed to perform my job is communicated clearly.					
8.	Communication between departments is effective.					
9.	Employees can easily communicate with management when needed.					
10.	Important decisions are communicated to employees in a timely manner.					
11.	Communication channels reduce misunderstandings in the workplace.					
12.	Employees' feedback is taken seriously by management.					

B3. Trust

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13.	I trust my supervisors to act in the best interest of employees.					
14.	Employees trust each other in work-related matters.					
15.	I feel safe expressing my opinions without fear of negative consequences.					
16.	Management fulfills its commitments toward employees.					
17.	There is mutual respect between employees and supervisors.					
18.	Administrative decisions are generally fair and unbiased.					

B4. Participation

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19.	Employees participate in discussing work-related problems.					
20.	Management considers employees' suggestions before making decisions.					
21.	I have opportunities to participate in decisions related to my work.					
22.	Employees are encouraged to take initiative in improving work processes.					
23.	Decision-making is not limited only to managers.					
24.	Employee participation improves the quality of decisions.					

Section C: The Quality of Decision-Making.

C1. Rationality

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25.	Decisions are based on accurate information and evidence.					
26.	Different alternatives are considered before decisions are made.					
27.	Decisions are based on logical analysis rather than personal preferences.					
28.	Possible risks are assessed before approving decisions.					
29.	Decisions are consistent with the ministry's objectives.					

C2. Timeliness

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
30.	Decisions are made within an appropriate time frame.					
31.	Delays in decision-making rarely affect work performance.					
32.	Urgent issues are addressed through timely decisions.					
33.	Decisions keep pace with changes in work requirements.					
34.	Decision speed is appropriate without sacrificing accuracy.					

C3. Effectiveness

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
35.	Decisions effectively solve work-related problems.					
36.	Implemented decisions achieve their intended outcomes.					
37.	Decisions improve the quality of administrative performance.					
38.	Decisions reduce errors and rework.					
39.	Decisions contribute to better use of organizational resources.					

C4. Transparency

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
40.	The reasons behind decisions are clearly explained.					
41.	Decision-making procedures are clear and well documented.					
42.	Decisions are applied consistently to all employees.					
43.	Employees can understand how decisions are made.					
44.	Transparency reduces complaints and misunderstandings.					

Measurement Scale: All the questions were rated on a five-point Likert scale between 1 (Strongly Disagree) to 5 (Strongly Agree). The increased scores point to the more favorable idea of the organizational climate and the quality of deciding.