

Effective Organization Behavior is an Introduction to Addressing Strategic Uncertainty in the work environment: (An Analytical Study of the Opinions of a sample of decision makers in the General Company for Electronic Industries)

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Abstract

The aim of the current research is to investigate the effectiveness of organizational behavior (EOB) and its impact on addressing strategic uncertainty for decision-makers (SUDM) in the public sector, specifically the General Company for Electronic Industries in Baqubah. The main research question is whether there is a significant relationship between the EOB and addressing SUDM in the company. The research sample consists of 51 top and middle-level managers at the General Company for Electronic Industries (GCEI), which is considered the most suitable field for the research due to its prominent economic and social role in building the market economy and supporting the national economy. The questionnaire was used as the main tool for data collection in the research, consisting 17 items distributed among its two main parts. Results shows significant positive correlation between EOB and strategic uncertainty. Results also display the existence of significant impact of EOF on strategic uncertainty. The research results also yielded a set of recommendations, highlighting the importance for the GCEI to prioritize the EOB in balance with SUDM. This is crucial due to reasons such as the ability to learn, adapt, and acquire a significant amount of external information.

Keywords: *Decision makers, effectiveness, General Company for Electronic Industries, organizational behavior, strategic uncertainty.*

Introduction

The world today is characterized by rapid advancements in various domains such as politics, economics, society, and technology. This necessitates organizations to be cognizant of the fast-paced changes imposed by both the external and internal environments. In order to achieve desired success, organizations must make appropriate managerial decisions. The effectiveness of an organization and its ability to succeed largely depend on the leadership's capacity and efficiency in making sound decisions. Decision-making is an integral part of every management function, including planning, organizing, directing, coordinating, and controlling. Consequently, the decision-making process has become central to the managerial process. It is closely intertwined with the role of a leader as one of their primary responsibilities. Effective decision-making

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requires a methodical approach, incorporating governance, measurement, and avoiding reliance on guesswork or intuition. Leaders possess the authority to make decisions and bear the consequences of those decisions.

Therefore, the EOB to address strategic uncertainty in the business environment was selected for this research study. Organizational behavior provides contemporary approaches and solutions to tackle uncertainties that are often based on intuition and guesswork. This approach aids in identifying systematic errors and facilitates well-informed decision-making. The study aimed to explore the relationship between organizational behavior and strategic uncertainty by considering dimensions such as market environment, aggressiveness, competitive landscape, modeling, and complexity. Regarding organizational behavior, the dimensions of individual, collective, organizational, and environmental aspects were taken into consideration. The research focused on the General Company for Electronic Industries as a geographic sample, with managerial leaders selected as human subjects to represent the crucial core of the organization.

Research problem

The GCEI works in a rapidly changing and highly competitive business environment that requires leaders with keen insight and a deep understanding of the dynamics imposed by the work environment. This ensures that decision outcomes are accurate and aligned with the organization's goals. On the other hand, if leaders base their decisions on illusion, guesswork, and lack of certainty, they will be at a significant disadvantage in the job market. This is known as strategic uncertainty. Hence, the research problem was identified by posing the main question: Is there a significant correlation and impact of effective organizational behavior in addressing strategic uncertainty, based on realistic and successful foundations in the GCEI? This question is linked to a set of sub-research questions that the study seeks to answer:

1. To what extent do decision-makers in the GCEI company perceive effective organizational behavior as a means to address strategic uncertainty based on realistic foundations?
2. Is there a statistically significant correlation between effective organizational behavior and addressing strategic uncertainty based on realistic foundations in the GCEI company?
3. Is there a significant impact of effective organizational behavior in addressing strategic uncertainty based on realistic foundations in the GCEI company?

Research significance

The research holds two pivotal variables, i.e., organizational behavior and strategic uncertainty. The GCEI in Baqubah, being strategically positioned and providing essential products to the market, further adds to the relevance of the study. Additionally, the company's goal of improving the national economy through its market position creates a conducive environment for investigating these research variables. Moreover, the research carries importance in the following ways:

1. It provides a foundation for future researchers to expand upon the findings and stay updated with the evolving business environment of the researched company.
2. It contributes to the existing knowledge and understanding of how organizational behavior effectively addresses SUDM within the researched company.
3. The research introduces a contemporary model that can benefit both government and private companies, enabling them to leverage its dimensions.

4. The practical significance of this research lies in emphasizing the value of relying on effective organizational behavior and addressing strategic uncertainty within the business environment of the researched company, ultimately leading to improved organizational performance.

Research objectives

It is aimed to achieve the following four objectives:

1. To emphasize the importance of organizational behavior and its dimensions, as well as addressing strategic uncertainty and its dimensions. This includes highlighting the theoretical and conceptual significance of the relationship between these variables. The goal is to provide a practical and scientific framework for the management leadership in the GCEI company to effectively utilize these variables and dimensions.
2. To demonstrate the significance of positive interaction between leadership and management with the external environment as a fundamental factor for successful leadership effectiveness in addressing strategic uncertainty. It is important to recognize that strategic uncertainty can sometimes lead to decision-making errors.
3. To develop a hypothetical model that reflects the correlation and impact between effective organizational behavior and the dimensions of strategic uncertainty within the business environment of the GCEI company.
4. To identify the influence of effective organizational behavior dimensions on strategic uncertainty within the business environment of the GCEI company.

Research model

A diagram was created to visually represent the research variables, both independent and dependent, along with their relationships. The independent variable is the EOB, which includes dimensions such as individual, collective, organizational, and environmental aspects. On the other hand, the dependent variable is strategic uncertainty, which encompasses dimensions like market environment, changing environment, competitive environment, and uncertain environment. The two-way arrow indicates the hypothesis of a correlation between the variables, while the one-way arrow suggests the hypothesis of organizational behavior's influence on strategic uncertainty, as depicted in Figure 1.

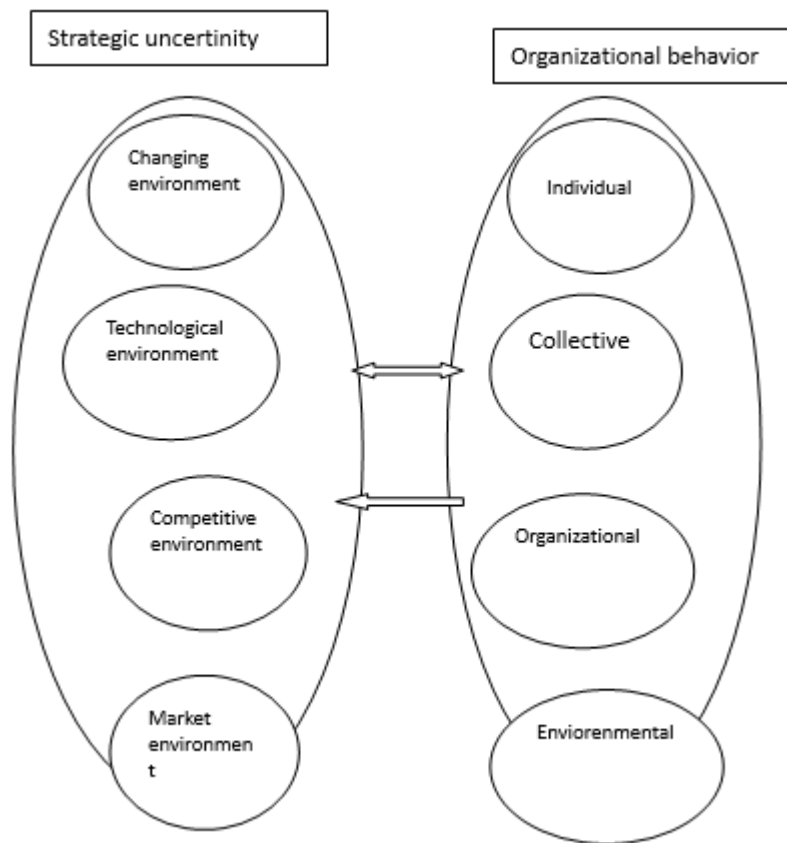


Figure 1. Research hypothetical model

Research hypotheses

To arrive at a hypothetical solution to the research problem, two hypotheses were formulated as follows:

1. There is a statistically significant correlation between the EOB with its (individual, collective dimension, organizational and environmental) dimensions and addressing strategic uncertainty in the business environment.
2. There is a significant impact of the EOB with its individual, collective, organizational, and environmental dimensions on addressing strategic uncertainty.

Literature Review

Human behavior

Human behavior is influenced by various factors within the family, organization, and society. An individual is considered a distinct entity separate from groups or organizations. Behavior is shaped by a combination of inherited traits and acquired characteristics. Organizational behavior refers to the actions, activities, and responses that result from internal and external influences in the surrounding environment (Najm, 2015). In the workplace, it encompasses the behaviors and actions individuals exhibit to adapt to their social environment (Al-Sakarnah, 2013). Psychological behavior is the sum of an individual's responses to stimuli in specific situations, influenced by their personality and characteristics. Behavior is context-dependent and driven by goals, needs, desires, and expectations. It can take different forms as individuals adapt to their circumstances. Moreover, individual behavior can change based on psychological, behavioral, social, and

environmental factors within the family, organization, local community, and global community.

Intellectual trends in modifying organizational behavior

Intellectual trends in organizational behavior modification have led to the development of various models. Some of these models include:

Targeting specific behaviors

This involves identifying the specific behavior that needs to be modified by conducting interviews with the employee, colleagues, and the immediate supervisor. The goal is to understand the nature of the problem and gather relevant information. Psychological and behavioral tests may be utilized. It is important to monitor the individual's behavior and assess its impact on work while avoiding personal biases when evaluating the effectiveness of the modification procedures (Al-Jubouri, 2014).

Measuring the targeted behavior

This step entails accurately measuring the targeted behavior to uncover the associated factors and variables. It helps in understanding the types, intensity, and frequency of the behavior. The measurement process typically involves conducting pre-intervention measurements (before attempting behavior modification) and post-intervention measurements (after implementing reinforcement techniques) (Aleamy, 2013).

Designing the treatment plan

Based on an analysis of the circumstances surrounding the issue, those involved in the intervention (such as managers, consultants, or experts) determine the appropriate treatment procedures to be employed. A comprehensive and clear plan is developed, focusing on selecting the most suitable method for achieving the desired behavioral change (such as positive reinforcement, negative reinforcement, punishment, or extinction) (Marsh et al., 2015).

Implementing and evaluating the treatment plan

During this stage, the therapist continues to periodically measure the targeted behavior throughout the treatment process to ensure accurate and clear measurement. The manager studies and analyzes the changes that occur in the behavior, with the aim of sustaining and further developing them. A summary of the results is provided to senior management, enabling them to disseminate and utilize the recommendations for the organization as a whole (Murray, 2014).

Dimensions of organizational behavior

The dimensions of organizational behavior can be classified as the individual dimension, collective dimension, organizational dimension, and environmental dimension (Al-Anzi, 2017).

Individual dimension

The individual dimension refers to the behavior of individuals within an organization. It is influenced by external environmental factors, personal traits, attitudes, perceptions, learning, values, and cognitive abilities. Additionally, it is shaped by group pressures, norms, rules, regulations, and systems within the work environment. Individuals differ in their orientations, abilities, skills, motivations, and how they navigate power dynamics and organizational policies (Maghribi, 2022).

Collective dimension

The collective dimension focuses on the behavior of groups and teams within an organization. It explores how individuals interact, communicate, collaborate, and coordinate their efforts to achieve common goals. This dimension examines group

dynamics, leadership styles, decision-making processes, conflict resolution, and the development of shared norms and values within the group.

Organizational dimension

The organizational dimension examines how the structure, culture, and systems of an organization influence behavior. It considers factors such as organizational structure, communication channels, reward systems, performance evaluation processes, and the overall climate and culture within the organization. This dimension analyzes how these factors shape individual and collective behavior and impact organizational effectiveness (Bateman, 2020).

Environmental dimension

The environmental dimension focuses on the external factors that influence behavior within an organization. This includes the industry in which the organization operates, technological advancements, economic conditions, legal and regulatory frameworks, social and cultural trends, and competitive forces. The external environment can create opportunities or constraints for individuals and organizations (Yasmina & Bialkhayt, 2021).

Strategic uncertainty

Strategic uncertainty has been addressed in various management literature at different scientific levels. It encompasses the understanding of the dimensions of strategic uncertainty, its relationship with organizational and strategic decisions, and the mechanisms for proper evaluation of these foundations to achieve the desired success for business organizations. Strategic uncertainty is defined as the degree of understanding surrounding the organization's sustainable future positioning and is also defined as emerging threats and opportunities that can undermine assumptions underlying the business strategy (Al-Khamshi, 2014). In the rapidly changing economic and commercial landscape, strategic uncertainty is characterized by the rapid pace of changes in economic and trade conditions, which pose a significant challenge to managers operating within a specific work environment. This change directly hampers managers' ability to implement their intended strategies within this environment (Al-Khamshi, 2014). In the realm of competition and competitors, strategic uncertainty is defined as the organization's lack of certainty about the actions that competitors will take (Al-Rifai, 2012). In summary, strategic uncertainty drives managers to reconsider their business strategy in order to achieve the organization's strategic vision.

Dimension of strategic uncertainty

Strategic uncertainty can be measured through various dimensions (Madura, 2012):

Market environment

The market environment encompasses the factors and forces that influence a company's ability to effectively manage customer relationships. It includes both physical and social elements that individuals consider when making decisions within the organization. Understanding the market environment enables organizations to enhance their marketing performance, improve customer relationships, and increase their revenue and profitability.

Technological Environment

The technological environment comprises the diverse human elements, tasks, expertise, job positions, beliefs, and scientific competencies that interact within a management system to achieve specific objectives. Studying this environment is crucial as it poses a significant threat to organizations due to its rapid change and development, leading to strategic uncertainty in the workplace.

Dynamic environment

All organizations are open systems that interact with their relevant environment, operating within its constraints. Managers strive to strike a balance between the organization's strengths and weaknesses and the various trends and changes in the environment, including opportunities and threats. Managerial practices evolve through the response to environmental changes.

Competitive environment

Competition is a common aspect in almost all industries. To compete effectively, companies need to understand and analyze the competitive environment. Organizations employ strategic tools such as Porter's Five Forces analysis and SWOT analysis to navigate the business landscape. Business competition involves competing with other companies that offer similar products or target the same audience, with the aim of increasing sales, revenue, and market share. Intense competition often drives overall product quality improvement, encourages operational enhancements, customer-centric approaches, and fosters the development of customer relationships. This, in turn, generates a state of strategic uncertainty for businesses and decision-makers.

Methodology

Research design

The research utilized a descriptive-analytical methodology, which involved using description to establish a theoretical framework. It included a thorough review of relevant sources and references pertaining to the research problem. This methodology facilitated the examination of quantitative analysis results to identify logical and scientifically supported relationships and interactions between the variables under study. By employing descriptive techniques, it ensured the generation of accurate scientific findings and the formulation of appropriate recommendations based on the quantitative analysis conducted. The research focused on the General Company for Electronic Industries as the company involved in the study. The temporal boundaries of the research were set from September 1, 2022, to November 29, 2022. The decision-makers within the General Company for Electronic Industries were the participants involved in the research. To collect suitable data and information, the researchers utilized various theoretical sources such as journals, studies, books, and relevant publications. In addition, field research involved collecting documents and records related to the industrial complex in Baqubah in order to design a questionnaire. The primary method for data collection was through a questionnaire. The questionnaire was designed with three sections covering key aspects of the research. The researchers also reviewed Arabic and foreign measures related to the research topic to ensure comprehensive data collection.

Sample

Determining the research population and sample can be a challenge for researchers as they need to find a suitable field that aligns with the research objectives, variables, and relationships within the specific environment. In this case, after reviewing various research fields in the Iraqi context, the GCEI was identified as the most appropriate field for the research. The research sample consisted of 51 senior and middle managers from the General Company for Electronic Industries. Stratified random sampling, a statistical method, was used to select the sample. This choice was based on several factors:

1. The GCEI has a significant economic and social role in building the market economy and supporting the national economy, particularly in Diyala province. This is attributed to its diverse range of products and efficient delivery to customers.

2. The company has a highly qualified administrative staff with expertise in various specialties, making them suitable for the research sample's characteristics and attributes.
3. The decision-makers within the company have expressed a willingness to explore the effectiveness of organizational behavior skills in addressing strategic uncertainty and are open to implementing recommendations and conclusions from the research.

Data analysis

In the current research, various statistical methods were used to achieve accurate results and test the research hypotheses. Descriptive statistics and standard deviations were employed to describe and analyze the study variables. Descriptive statistics provide information about the central tendencies, such as mean and median, as well as the variability of the data through measures like standard deviation. Pearson's correlation coefficient was utilized to assess the strength and direction of the relationship between two variables. It helps determine if there is a significant correlation between them, ranging from -1 (perfect negative correlation) to +1 (perfect positive correlation).

Reliability

To evaluate the reliability of a research scale, researchers often employ the Alpha Cronbach method. For the scale to be deemed reliable and appropriate for statistical analysis, the test value should surpass the threshold of 0.70, particularly in the realm of management research. Please refer to Table 1 for the results of the reliability coefficient test.

Table 1. Results of the reliability coefficient test

Variables	Dimensions	Cronbach Alpha		
		Dimensions	Variables	Sig.
Effectiveness of organizational behavior	Individual	.811	.897	.917
	Collective	.715		
	Organizational	.831		
	Environmental	.810		
Strategic uncertainty	Technological environment	.757	.853	
	Market environment	.744		
	Competitive environment	.798		
	Changing environment	.805		

According to Table 1 the Alpha Cronbach value for the overall scale is 0.917, indicating high reliability. This means that the questionnaire is stable and suitable for statistical analysis.

Validity

To assess content validity, the researcher conducted a confirmatory factor analysis of the variables. This is depicted in Figures 2 & 3 below:

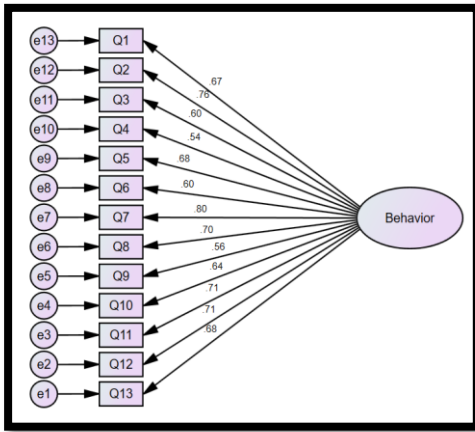


Figure 2. *Confirmatory factor analysis of the EOB*

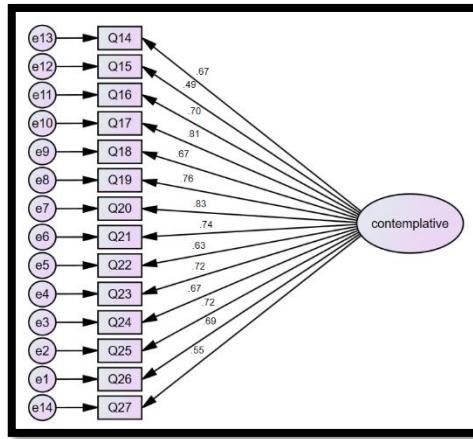


Figure 3. *Confirmatory factor analysis for strategic uncertainty*

Figures 2 & 3 above indicate that the item loadings for the variables EOB and strategic uncertainty handling are higher than 0.30. This indicates statistical significance in the confirmatory factor analysis.

Normal distribution of the variables

To assess the normal distribution of the variables EOB and strategic uncertainty, the Komogorov-Smirnov test was conducted. The results indicate that the significance level for EOB is 0.062, and for strategic uncertainty is 0.200. These values suggest that the variables are not statistically significant, indicating that the data follows a normal distribution, Table 2.

Table 2. Komogorove-Simirnov test

Variables	Indicators of normal distribution test		
	Statistic	Df	Sig.
Effectiveness of organical behavior (EOB)	.083	109	.062
Strategic uncertainty	.063	109	.200

Figures 4 and 5 further support that the variables strategic uncertainty and EOB exhibit a normal distribution.

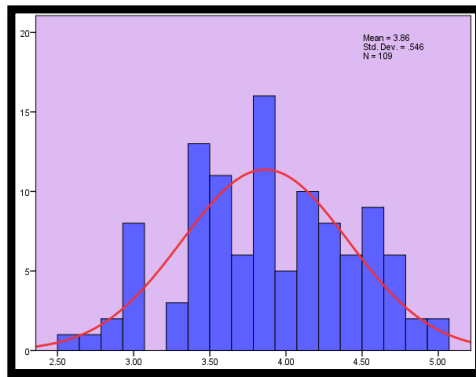


Figure 4. Normal distribution of Strategic uncertainty

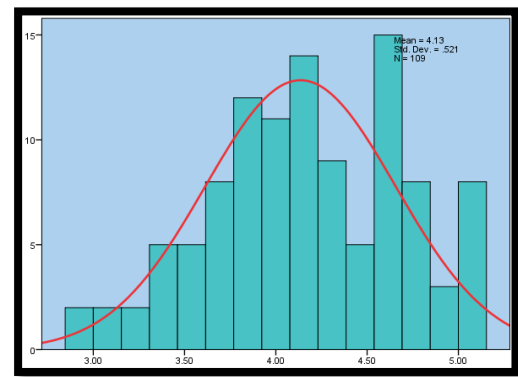


Figure 5. Normal distribution of the EOB

Results and Discussion

The study variables were analyzed using descriptive statistical methods, including measures of central tendency (mean) and measures of dispersion (standard deviation). Subsequently, the relative importance of the variables was estimated.

Effectiveness of organization behavior

As part of diagnosing the study variables, dimensions, and items, the EOB was assessed. This variable was measured using four dimensions: individual, collective, organizational, and environmental, comprising a total of 13 items. Table 3 presents the mean and standard deviation for the variable EOB in the sample from General Electronics Industries. The mean score for the overall variable was 4.135, with a standard deviation of 0.521. The importance rating for this variable was 82.70%, indicating a high level of significance for EOB in the company. The low standard deviation suggests a high level of agreement among the respondents.

Table 3. Participants' responses on effectiveness of organizational behavior

Statements	Mean	Standard deviation	Relative importance
1. The behavior of the individual and the organization is subject to external influences	4.459	0.688	89.17%
2. The orientation of the business organization is combined with the individual's personal orientation, attitudes, perceptions, and learning	4.376	0.635	87.52%
3. The nature of the formal systems, laws and regulations that govern the workflow are compatible with the individual level of workers	4.394	0.593	87.89%
4. The organization cannot ignore the group's behaviors because they constitute the standard for building and developing the behaviors of individuals	4.523	0.632	90.46%
5. Teamwork creates opportunities for them that may not be achieved by those who do not belong to them	4.110	0.750	82.20%
6. The individual is social by nature and cannot	3.752	0.862	75.05%

live in isolation from others			
7. The workplace you occupy is proportional to your talents and level of ambition	4.064	0.724	81.28%
8. Usually, from the point of view of indicating an appropriate organizational entity, the administration formulates regulations and laws	4.239	0.744	84.77%
9. The success of the existing leadership and management depends on positive interaction with the external environment	4.312	0.742	86.24%
10. Directing all individual, group and organizational behaviors towards dealing with them accurately	3.615	0.860	72.29%
11. Describes the regulations and laws established by decision makers. The company is fair.	4.119	0.703	82.39%
12. The individual has desire in the business environment to develop his abilities and skills in addition to improving the level of performance of his subordinates	3.982	0.882	79.63%
13. The employees applies a wealth of development proposals and transfers them with all seriousness to society.	3.807	0.897	76.15%
EOB	4.135	0.521	82.70%

Strategic uncertainty

The strategic uncertainty was measured through four dimensions: Technological environment, market environment, competitive environment, and changing environment. These dimensions consist of 14 items. Table 4 presents the average scores and standard deviations for the variable of strategic uncertainty processing. The average score for strategic uncertainty processing is 3.862, with a standard deviation of 0.546. The importance rating is 77.25%, indicating that strategic uncertainty processing is of high importance for the company. Moreover, the low standard deviation suggests a high level of agreement among the results.

Table 4. Participants' responses on strategic uncertainty

Statements	Mean	Standard deviation	Relative importance
The rationality of decision makers is determined by their intellectual abilities.	3.899	0.902	77.98%
Many treatments of strategic uncertainty are quite concrete in practical terms insofar as they help us sense the complexity.	4.275	0.731	85.50%
Addressing strategic uncertainty sometimes leads us to severe and regular errors in decision-making processes.	4.440	0.584	88.81%
Top management processes information and data are processed through a series of strategic uncertainty.	3.908	0.834	78.17%
During the strategic uncertainty processing, regular errors appear and then make their way to correct decisions.	3.853	0.941	77.06%

Senior management continues to follow hypothetical strategies even though evidence suggests they are wrong.	3.771	0.919	75.41%
The most rational response is to abandon the project and move elsewhere to minimize losses.	3.734	0.929	74.68%
A sense of personal responsibility for the project tempts the decision maker to stick with the project openly.	4.009	0.788	80.18%
Knowledge management seeks to achieve defined goals, such as providing a better product.	4.156	0.735	83.12%
The "competitive environment" intellectual base represents the use of simple change to demonstrate the importance of complex problems	3.633	0.930	72.66%
The "complex environment" intellectual rule suggests excessive speculation	2.422	1.003	48.44%
People who are promoted to senior management are overconfident in their abilities to succeed	3.972	0.799	79.45%
Addressing strategic uncertainty requires individual rules, but most strategic decisions are made by groups	4.147	0.768	82.94%
The presence of addressing strategic uncertainty and group thinking led to important and decisive decisions	3.853	0.780	77.06%
Strategic uncertainty	3.862	0.546	77.25%

The Correlation between EOB to addressing strategic uncertainty

The correlation matrix in Table 5 reveals a significant positive correlation between EOB and strategic uncertainty processing. This indicates that as EOB increases, so does the level of strategic uncertainty processing. The strength of this correlation is measured using the Pearson correlation coefficient.

Table 5. The correlation matrix between EOB and strategic uncertainty

Effectiveness of organizational behavior	Dimension of strategic uncertainty								strategic uncertainty	
	Technological environment		Market environment		Competitive environment		Changing environment			
	Correlation	Sig	Correlation	Sig	Correlation	Sig	Correlation	Sig	Correlation	Sig
	0.755**	0.000	0.560**	0.000	0.667**	0.000	0.713**	0.000	0.864**	0.000
	**The correlation is significant at the significance level (0.01)									

Table 5 above indicates a strong positive correlation (Pearson correlation coefficient of 0.864 at a significance level of 0.01) between the effectiveness of organizational behavior (EOB) and strategic uncertainty processing. This suggests that an increase in EOB corresponds to an increase in strategic uncertainty processing. Therefore, the primary hypothesis stating "there is a significant relationship between OEB and strategic uncertainty processing" is supported by these results.

Furthermore, there is a significant and positive correlation between EOB and the individual dimensions of strategic uncertainty processing (market environment, technological environment, competitive environment, changing environment), with

correlation coefficients of 0.755, 0.560, 0.667, and 0.713 respectively. This means that an increase in EOB corresponds to a change in the same direction for each dimension of strategic uncertainty processing. Based on these results, the following sub-hypotheses are accepted: there is a significant correlation between EOB and the market environment, the technological environment, competitive environment, and changing environment.

The impact of to EOB on addressing strategic uncertainty

The researcher presents the extent to which the effectiveness of organizational behavior in explaining the degree of strategic uncertainty and its dimensions. The results were extracted using simple linear regression analysis, Table 6.

Table 6. Impact matrix on the effectiveness of organizational behavior and addressing strategic uncertainty

Table 6. The impact of EOB on strategic uncertainty

	Dimension of strategic uncertainty				Strategic uncertainty	
	Technological environment	Market environment	Competitive environment	Changing environment		
The effectiveness of organizational behavior	R Square	.540	.301	.398	.532	.747
	F value	134.423	68.882	76.219	127.566	315.287
	Sig.	.000	.000	.000	.000	.000

Table 6 shows the EOB accounted for 74.7% of the variance whereas the variable strategic uncertainty explained 25.3% of the variance that was not accounted for by other factors. The test was significant at the 0.05 significance level, indicating an effect of the EOB variable. The results also indicated that the regression curve describes the relationship between the two variables, and the acceptance of the second main hypothesis, which states that there is a significant EOB which achieve the dimensions of strategic uncertainty.

While the variable EOB has a significant impact, on the dimensions of the "strategic uncertainty," which are the "market environment," "competitive environment," and "changing environment," individually. It explained the variance in the EOB by 54.0%, 30.1%, and 39.8%, respectively. Similarly, the dimensions of strategic uncertainty explained by the "market environment," "competitive environment," and "changing environment" accounted for 46.0%, 69.9%, and 60.2% of the variance, respectively, which was not explained by other factors that were not included in the regression model. The tests for each of these dimensions were significant at the 0.05 significance level, indicating the acceptance of the four sub-hypotheses emerging from the second main hypothesis. These sub-hypotheses are: There is a significant impact of organizational behavior on the technological environment, market environment, competitive environment, and the changing environment.

Conclusions and recommendations

Conclusions

1. The study dealt with many administrative literature as well as scientific theses. Administrative philosophy, concepts of organizational behavior, as well as concepts of strategic uncertainty. Now there is agreement that the EOB has a fundamental impact in

addressing strategic uncertainty of decision-makers and their attitudes towards the group and their unification, which reflects positively on the extent to which the organization's goals are achieved.

2. The researchers agreed that evaluating, correcting, and treating strategic uncertainty is for decision makers in companies in particular and society in general are only managed by a highly effective and sustainable organizational approach. Ensuring renewal and development mechanisms, as well as feedback that will address the existing defect at any society.

3. The success or failure of any society, organization or group depends to a large extent on the EOB. Addressing and evaluating the policies of decision makers at business organizations. The main difference between successful organizations and unsuccessful organizations is due to the difference in applying organizational and administrative development mechanisms on the organizations.

4. It can be concluded the existence of an impact of EOB on strategic uncertainty. The EOB explained an amount of 0.747 of the variance on the variable strategic uncertainty at a significance level (0.05). This means that the regression curve describes the correlation between them. The results above show acceptance of the second main hypothesis, which states that there is a significant effect of EOB in achieving the dimensions of strategic uncertainty.

5. The practical aspect shows a correlation between the EOB and the strategic uncertainty. This is evident through the Pearson correlation coefficient for the relationship which amount to 0.864 at the level of significance (0.01). This indicates acceptance of the first main hypothesis, which states: "There is a statistically significant correlation between the EOB and the dimensions of strategic uncertainty."

6. The strategic uncertainty was assessed in the GCEI across four dimensions: market environment, technological environment, competitive environment, and changing environment. The successful measurement of the variable was confirmed using statistical research tools, represented by the mean and standard deviation, which reflected a mean score of 3.862 with a standard deviation of 0.546. The degree of importance was determined to be 69.02%, indicating that strategic uncertainty is highly significant for the GCEI company.

7. The EOB was assessed in the GCEI company across individual, collective, organizational, and environmental dimensions. The successful measurement of the EOB was confirmed and reflected by a mean score of 4.135 with a standard deviation of 0.521. The degree of importance was determined to be 69.02%, indicating that the EOB is of high significance for the GCEI company.

Recommendations

1. The GCEI company should take into account the creation of a new generation of decision-makers capable of overcoming the existing defect in the Strategic Uncertainty Approach which are (technological, market, competitive, changing environments and benefiting from the organizational and administrative approach to modify the company's path for the better.

2. The GCEI company should pay attention to organizational and administrative development mechanisms, represented by training courses, seminars, and workshops, as well as holding conferences that would increase the EOB in addressing strategic uncertainty for decision makers.

3. One of the priorities of the GCEI company is to pay attention to the EOB in parallel with strategic uncertainty. Decision makers have the ability to learn for the

following reasons, as well as the ability to adapt to process towards the right path and acquire a large amount of external information.

4. The GCEI company should take into account the results due to its accurate description of the correlation and impact between the EOB as well as strategic uncertainty. Mechanisms to be applied to the researched company in particular and to other organizations in general to benefit from the research results to achieving the desired goals.

5. The GCEI company should give full opportunity for the EOB. Proving its administrative capabilities and intellectual and mental capabilities, through which she gave evidence that she is capable of having a significant impact dimensions of strategic uncertainty.

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