

The Role of Behavioral Integration of the Top Management Team in Achieving the Effectiveness of Strategic Decisions. An Analytical Study Of The Opinions Of University Leaders In Private Universities& Colleges In Middle Eurphrates governorates

Ihsan Dahash Chillab

Rehab AbdulHasan Dakhil

Al-Qadisiyah University - College of Administration and Economics

Corresponding Author: Rehab AbdulHasan Dakhil

Abstract : The main purpose of the current study is to identify the effect of top management team behavioural integration in achieving the effectiveness of strategic decisions. This study depended on some private universities and colleges as a sample. The problem of the study was formulated through several questions regarding the relationship between the variables and their nature, where, accordingly, the objectives of the study were determined. The objectives were represented by the hypothetical scheme, which resulted in the formulation of the hypotheses that were measured through the statistical package (SPSS.V.26 & AMOS.V) 25). This program is related to the analysis of the data provided by the study tool after its application to a sample of (146) university leaders. To analyze the data, several statistical equations were used, which resulted in (arithmetic averages, standard deviations, relative importance, structural equation modelling, normal distribution test, Cronbach's alpha coefficient, Pearson correlation coefficient, and coefficient of determination). The results showed that there statistically significant correlation between the behavioural integration of the top management team and the effectiveness of strategic decisions.

Keywords: behavioral integration of the top management team, the effectiveness of strategic decisions.

INTRODUCTION: The behavioral integration of the top management team is an important issue in all organizations, including public or private universities. As most universities face challenges that limit their capabilities, especially at the present time, which is represented by the spread of Corona pandemic and the shift towards e-learning and holding meetings and discussions electronically, they tend to make unprecedented crucial decisions. This made universities work hard to develop their capabilities, achieve excellence, and survive and continue to face these challenges. Therefore, most universities have noticed the importance of the behavioral integration of the top management team (specially in colleges) in an attempt to achieve the effectiveness of the strategic decisions that need to be taken during this critical period.

Based on the foregoing, the purpose of the current study can be achieved by building it according to the main subjects. The first subject includes the scientific methodology of the study. The second subject focuses on the theoretical framework of the study variables. The third subject deals with the practical side of the study. Finally, the fourth subject is devoted to presenting the most prominent conclusions and recommendations reached by the study.

I.Study Methodology

1. The problem of the study

The nature and type of the relationship between the organization and the environment in which it operates is characterized by uncertainty, which forces the top management to invest the strengths through the behavioral integration of the top management team in order to make effective strategic decisions in terms of appropriateness, acceptance and quality. In other words, the failure of our local organizations to invest in cooperative behavior among members of the top management team, the removal of information barriers between members, and the lack of exclusivity in decision-making, would, all of which, contribute to the suitability of strategic decisions for the purpose which they were taken for, as well as their acceptance among a wide range of associates and the increase in their quality level. In other words, the interest of top management in our local organizations, especially educational ones, to achieve behavioral integration in the senior management team would maximize the chances of making effective strategic decisions. The problem of the current study can be summarized by the following questions:

a. What is the interest of the universities under investigation in achieving the behavioral integration of top management team?

b. To what extent can the strategic decisions taken on these universities be viewed as effective decisions?

c. Does the behavioral integration of the top management team contribute to the effectiveness of the strategic decisions taken on these sample universities?

2. Study Objectives

The main purpose of the current study is to determine the nature and type of relationship (correlation or effect) between the behavioral integration of the top management team and the effectiveness of strategic decisions. Accordingly, the objectives of the study can be defined in the following points:

- To reveal the extent to which the studied universities are heading towards achieving behavioral integration for their top management team.
- Indicating the level of effectiveness of the strategic decisions taken by the universities under investigation.
- Determining how the behavioral integration mechanisms of the top management team contribute to increasing the level of effectiveness of strategic decisions.

3. Study Significance

The increasing significance of the behavioral integration of the top management team and the effectiveness of strategic decisions contributed to building a purposeful theoretical model to develop the capabilities of the institutions under investigation, through:

- a. The issues of behavioral integration of the top management team and the effectiveness of strategic decisions have gained great importance in the recent period among researchers and academics at both the theoretical and practical levels.
- b. Directing the attention of decision-makers in the higher education sector towards the contribution of the topics of behavioral integration to the top management team and improving the performance of the sample universities based on improving their capabilities in making effective strategic decisions.
- c. The possibility of improving the position of private universities by proposing a set of recommendations in favor of making effective strategic decisions that improve the status quo of the private education sector, especially in light of the many crises in which it suffers after the outbreak of Corona pandemic.

4. Hypothetical diagram of the Study

The hypothetical diagram shows the nature and type of the logical relationship between the variables included in the study and the statement of the essential points that the study aims to measure. The study diagram was designed as a hypothetical scheme that studies the relationships identified by the study problem and its questions. So The study model clarified the study variables benefitted from the previous contributions that were presented later. On this basis, the measures of the study variables were determined, starting with the independent variable (behavioral integration of the top management team), according to (Araujo-Cabrera et al., 2017), and the dependent variable (the effectiveness of strategic decisions), according to (Abuzaid et al., 2019).

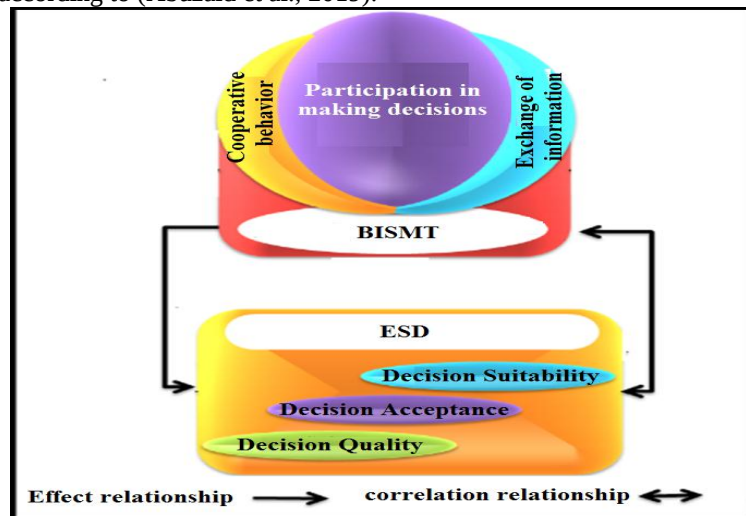


Figure (1): The Hypothetical diagram of the Study

5. Study hypotheses

A hypothesis can be defined as a statement that is not certain, but it is testable. It predicts what is expected to be achieved through applied data. The hypotheses of the study are formulated based on the presented questions, the study problem and its hypothesis.

- **First main hypothesis:** There is a statistically significant correlation between the behavioral integration of the top management team and the effectiveness of strategic decisions. Several sub-hypotheses are derived from this hypothesis:

Sub-hypothesis (1): There is a statistically significant correlation between the exchange of information and the effectiveness of strategic decisions.

Sub-hypothesis (2) There is a statistically significant correlation between the cooperative behavior of the top management team and the effectiveness of strategic decisions.

Sub-hypothesis (3) There is a statistically significant correlation between participation in decision-making and the effectiveness of strategic decisions.

- **Second main hypothesis:** There is a statistically significant effect relationship between the behavioral integration of the top management team and the effectiveness of strategic decisions. Several sub-hypotheses are derived from this hypothesis:

Sub-hypothesis (1): There is a statistically significant impact relationship between information exchange and the effectiveness of strategic decisions.

Sub-hypothesis (2): There is a statistically significant effect relationship between cooperative behavior and the effectiveness of strategic decisions.

Sub-hypothesis (3): There is a statistically significant effect relationship between participation in decision-making and the effectiveness of strategic decisions.

6. Study Population and Sample

The study population consists of all the university leaders working in private universities in the Middle Euphrates governorates, which are represented by (Ad-Diwaniyah, holy Karbala, Babil, and An-Najaf Al-Ashraf), who numbered (167) teachers. The study included a group of colleges in Ad-Diwaniyah Governorate (the Islamic University), and Babil Governorate (Al-Hilla University College, and Al-Mustaqbal University College).

7. Methods of Data Collection

The questionnaire tool was adopted in order to collect data on the practical side of the study, as shown in Table (1).

Table (1): Study Scales

Variable	Dimensions	Paragraphs	Symbol	Depended Scales
Behavioral Integration of the topManagement Team (BITMT)	Cooperative Behavior	3	BICB	Araujo-Cabrera et al.,2017
	Exchange of Information	3	BIEI	
	Participation in Decision Making	3	BIDM	
Effectiveness of Strategic Decisions (ESD)	Suitability Decision	6	STST	Abuzaid et al.,2019
	Accept the Decision	3	STAC	
	Resolution Quality	3	STQU	

II. Theoretical Framework of the Study Variables

1. The Behavioral Integration of the Top Management Team (BITMT)

A. What is BISMT?

The term behavioral integration of the Top management team, BITMT hence forth, has received a lot of attention by researchers in recent years, because the behaviorally integrated team usually makes better decisions and provides a better level of service quality.

This behavior enhances team members' improvisational skills and allows organizations to jointly pursue investment and exploratory directions, and, eventually, improve human resources and strategic performance (Jahanshahi & Brem, 2017: 2). Table (2) shows the different researchers' concepts of the (BITMT).

Table (2): Some Concepts of Behavioral Integration for the T Management Team

NO	Researcher	Concept
1	Hambrick (1997: 27)	The degree to which the Top management team (SMT) engages in mutual and group interaction. It consists of three main components: the quantity and quality of information exchanged, cooperative behavior, and joint decision-making. In other words, a behaviorally integrated Top management group shares information, resources, and decisions.
2	Simsek et al. (2005: 69)	A multidimensional structure that aims to fulfill three core, interdependent and underpinning elements of the SMT process: (1) collaborative behavior, (2) the quantity and quality of information shared, and (3) a focus on shared decision-making.
3	Carmeli & Schaubroeck (2006: 442)	A concept characterized by intense team interaction that results in an open exchange of information, solutions and decisions based on collaboration, with higher commitment and follow-up on the part of the SMT.
4	Carmeli (2008: 717)	The team is characterized with a high degree of reciprocal and collective interactive processes, through which information exchange, cooperative behavior, and joint decision-

		making are exhibited.
5	On et al. (2013: 103)	The degree to which the SMT acts as a team by sharing information, resources, and goals and making decisions together.
6	Kisfalvi et al. (2015: 3)	Sharing information, resources and decisions; it is a dynamic and changing phenomenon.
7	Ramachandran & Badrinarayanan (2016: 641)	A structure consisting of three components: cooperation, joint decision-making, and exchange of ideas.
8	Yi et al. (2017: 3)	A complex, multi-level concept that integrates various team processes and represents the collective mental and practical interactions among members of the SMT.
9	Zhang & Kwan (2019: 4)	An all-encompassing phenomenon of teams, which exhibits the highest degree of perfection and united effort and places great emphasis on cohesion among members working collaboratively as actual teams.
10	Lee et al. (2020: 93)	A comprehensive and integrated concept that reflects the exact basis of the team's work.

We note from the previous definitions that the BITMT expresses the degree to which the members of the TMT engage in interaction with each other emotionally, cognitively and behaviorally, and in a manner that confers on the TMT the character of cooperation, information exchange, and participation in decision-making after extensive discussions between members.

B. Dimensions of BITMT

It is noted from Table (1) that the BITMT can be measured through three dimensions:

- **Information sharing:** it is the extent to which team members actively share information (Le et al., 2020: 940). The SMT needs to share information on various issues such as the goals it is trying to achieve, the internal processes and external partnerships that may help it achieve these goals, and the relationship between the organization's performance in the short and long term (Tran, 2015: 34). Halevi (2008: 25) argued that the exchange of information represents the main difference between individual and group decision-making, assuming that managers represent a link to the flow of information within the organization. In this way, it is noted that the exchange of information plays a pivotal role in decision-making within the team. The process of exchanging information frequently and quantitatively results in effective and qualitative decision-making, and helps the TMT to better adapt to its external environment, which is expressed through leadership roles of innovation and adaptation. Sharing the TMT information can support more effective internal processes, which are expressed through leadership roles to build commitment and morale, create openness, and manage internal information and oversight.
- **Collaborative behavior:** collaborative behavior focuses on the spontaneous mutual assistance that members of SMT provide to each other, rather than merely following orders or solving problems independently (Le et al., 2020:940).
- **Participation in decision-making:** participation is seen as a means to achieve a state of cooperation and to enhance the commitment of employees to organizational goals.

2. Effectiveness of Strategic Decisions (ESD)

A. What is ESD?

The effectiveness of a strategic decision is shaped by environmental factors and decision-making processes. Environmental constraints limit choices and reduce the importance of selection processes. Also, managers retain a large degree of control over their strategic choices even in the presence of these constraints (Sutcliffe & Zaheer, 1998: 8). Effective decisions are defined as those decisions that deeply affect the future of the organization through response and compatibility between these decisions and the requirements of the environment. They are the decisions that are made in the senior management and cover a long time period that is reflected on the organization as a whole (Osmani, 2020: 103). Table (3) shows the opinions of a number of researchers about the concept of the ESD.

Table (3): The Opinions of a Number of Researchers about the Concept of ESD.

NO	Researcher	Concept
1	Dean & Sharfman, (1996: 372)	The extent to which the decision has achieved the objectives set by the organization
2	Harrison & Pelletier (1998:148)	Decisions that contribute to achieving the organization's goals by improving the organization's management towards investing opportunities and addressing threats
3	Elbanna (2009: 793)	Rational decisions contribute to improving the organization's ability to understand and interpret facts, ideas and crises and to make better decisions
4	Jansen et al. (2011: 736)	A mental process that relies heavily on intuition and the ability to innovate and create.
5	Guzman & Tran	The extent to which the decision achieves its objectives set by the management at the time of

	(2013: 3)	decision making.
6	Ftes (2013: 25)	The extent to which the results and objectives that the organization seeks to achieve in the long term
7	Sunday et al. (2018: 66)	The extent to which the decision achieves the objective set by the management at the time it was taken.
8	Gioko & Njuguna (2019: 10)	Future-oriented decisions that express what the organization wants to achieve in the future and provide an organized framework for making decisions at lower levels.
9	Abuzaid et al. (2019: 77)	The extent to which leaders are able to tackle problems with a clear vision, strong awareness and high skills in order to build the organization's ability to achieve organizational success.
10	Ghonim et al. (2020: 5)	The extent to which the resolution achieves the objectives set by the management in a timely manner and within the constraints studied.

It can be noticed from Table (3) that an ESD can be defined as a decision that can achieve an acceptable level of compatibility between its goal and its means at the time of its making within certain circumstantial data. The ESD depends on the decision maker's ability to choose between the available alternatives to the problem in question. This can only be achieved if it was chosen as a result of a scientific study and a sound assessment of reality based on experience. This is done when the decision maker obtains as much information as possible about the problem and about the available alternatives from its various sources before making a decision.

B. The dimensions of ESD

The ESD can be measured through the following dimensions:

- **Decision Suitability:** it is achieved by the organization's possession of a set of information that meets the comprehensive and detailed knowledge of everything that is going on in its internal and external environments, as well as the good management of this information (Lu et al., 2018: 301).
- **Decision Acceptance:** Acceptance of a decision reflects the degree to which a strategic decision gains the consensus of organizational members (Abuzaid et al., 2019: 78).
- **Decision quality:** it is affected by the comprehensiveness of thinking, searching for new ideas, and presenting the decision from different angles in light of the goal it seeks to achieve by presenting new and innovative alternatives and options (Abuzaid et al., 2019: 78). Hurt & Abebe (2015: 6) consider that the quality of the decision reflects the extent to which the decision is seen as the best available alternative and the best help for the organization to achieve its goals. It was believed that the decision quality contributes more to the overall effectiveness of the organization. Visinescu et al. (2017: 1-2) consider that decision quality represents the functions of both efficiency and effectiveness in the decision-making process in terms of decision outcomes, problem handling, information processing, and risk preferences of the decision maker. Decision quality can also be understood through the extent to which organizations' decisions accurately reflect the causal relationships that link choices to outcomes. The decision quality can be viewed from a broader perspective such as the organizational inclusion. Consequently, the higher the quality of the data, the higher the accuracy of the decision model, and the higher the probability of making a good decision (Feldman et al., 2018: 14). Recently, Ghonim et al. (2020: 6) showed that the decision quality means the extent to which the strategic decision is able to achieve the objective behind making that decision, as well as the extent of its response to technical and economic standards. The availability of the factors of experience and the distinguished awareness in the decision maker is the best way to achieve quality.

III. The Practical Framework of the Study

1. Testing the normal distribution of the study variables

The results of Table (4) showed that the significant value of the normal distribution test according to the Kolmogorov-Smirnov test and the Shapiro-Wilk test was greater than (0.05), which means rejecting the null hypothesis which imposes that the data is not subject to the normal distribution test, and accepting the alternative hypothesis which imposes that the data is subject to a normal distribution test. This indicates that this test paves the way for the use of parametric statistical tools in order to verify the hypotheses that the study seeks to test.

Table (4): Results of the Normal Distribution Test for the Dimensions and Variables of the Study

Dimensions	Kolmogorov-Smirnova	Shapiro-Wilk	Dimensions	Kolmogorov-Smirnova	Shapiro-Wilk
Cooperative behavior	0.143	0.936	Decision Suitability	0.117	0.979
Exchange of information	0.120	0.933	Decision Acceptance	0.139	0.920
Participation in making decisions	0.150	0.951	Decision Quality	0.115	0.928

BITMT	0.075	0.963	ESDs	0.065	0.976
Sig.= P > 0.05					
Df= 276					

2. Structural stability of the study tool

It is noticed from the results of Table (5) that the coefficient of stability of the measuring instrument was (0.936). This ratio indicates that the measuring instrument is compatible with the studied sample. Perhaps, the reasons for the stability of the measurement tool are due to the contribution of the behavioral integration variable to the SMT with a stability of (0.926), and the ESD variable with a stability coefficient of (0.924). This indicates that the measurement tool is stable and credible and fits with the presentation of the study.

Table (5): Cronbach Alpha Coefficients for the Study Variables

Variable	Cronbach alpha for the variable as a whole	Dimensions	Paragraphs	Cronbach alpha for each dimension	Cronbach alpha for the study as a whole
BISMT	0.926	Cooperative behavior	3	0.935	0.936
		Exchange of information	3	0.929	
		Participation in making decisions	3	0.931	
ESD	0.924	Decision Suitability	6	0.931	
		Decision Acceptance	3	0.932	
		Decision Quality	3	0.928	

3. Descriptive statistics for the study variables

A. The variable of BITMT

It is noticed from the results of Table (6) that the general average of means of the BITMT is (4.02), which is towards a high level of agreement and a standard deviation of (0.553) with an relative importance equal to (80%). Perhaps the interest in the dimension of the information exchange contributed to enriching this dimension with mean equal to (4.07), a standard deviation of (0.694), and an relative importance of (81%). On the other hand, the causes of sluggishness in the variable of BISMT are due to the limited mechanisms used to motivate participation in decision-making, with a mean of (3.97), a standard deviation of (0.625) and an acceptance rate of (79%).

Table (6): Arithmetic Means, Standard Deviations, and the Importance Percentage of the Variable of BISMT

Dimension	Arithmetic Mean	Standard Deviation	Relative importance (%)	Rank of Importance
Cooperative behavior	4.02	0.695	80%	2 nd
Exchange of information	4.07	0.694	81%	1 st
Participation in making decisions	3.97	0.625	79%	3 rd
The General Average of the Variable of BITMT				
Mean	4.02	Standard Deviation		0.553
Importance Percentage (%)	80%			

B. The Variable of ESD

It is noticed from the results of Table (7) that the general average of the arithmetic means of the variable of ESD is (3.85), which is towards a high level of agreement and a standard deviation of (0.638) with an relative importance equal to (77%). Perhaps the interest in the decision acceptance dimension helps enrich this dimension with an arithmetic mean equal to (4.02), a standard deviation of (0.730), and an relative importance of (80%). In addition, the limited interest of colleges in the dimension of decision suitability led to a decline in the ESD with a mean of (3.39), a moderate standard deviation of (0.780), and an acceptance rate of (68%).

Table (7): Arithmetic Means, Standard Deviations, and the Importance Percentage of the Variable of ESD

Dimension	Arithmetic Mean	Standard Deviation	Relative Importance (%)	Rank of Importance
Decision Suitability	3.39	0.780	68%	3 rd
Decision Acceptance	4.02	0.730	80%	1 st
Decision Quality	3.92	0.854	78%	2 nd
The General Average of the Variable of ESD				
Mean	3.85	Standard Deviation		0.638
Importance Percentage (%)	77%			

4. Testing the Hypotheses

A. Correlation Hypothesis

The first main hypothesis: There is a statistically significant correlation between the BITMT and the ESD.

It is noticed from the results of the correlation matrix in Table (8) that there is a statistically significant correlation between the BITMT and the ESD in an amount of (0.689), which is a somewhat high relationship. This indicates that the colleges' interest in the BITMT will improve the decisions quality by (0.621) and the decisions suitability by (0.563). This improves the strategic decisions made by the administration with the college's internal and external conditions. Several sub-hypotheses are derived from this hypothesis:

Sub-hypothesis (1): There is a statistically significant correlation between the exchange of information and the ESD (decision suitability, decision acceptance, decision quality).

The results of Table (8) indicate that there is a high, to a certain extent, direct relationship and statistically significant at the level (1%) between the exchange of information and the ESD with a value of (0.618), which means that the keenness the colleges under investigation have to own a strong database would enhance the development of their capabilities in the decision quality by (0.473) and the decision suitability by (0.471), as well as the delay in the decision acceptance by (0.385).

Sub-hypothesis (2): There is a statistically significant correlation between cooperative behavior and the ESD (decision suitability, decision acceptance, decision quality).

The results of Table (8) revealed a statistically significant correlation between cooperative behavior and the ESD with a value of (0.536), which is a moderate relationship. This indicates that the colleges under investigation have the interest in developing mechanisms that encourage cooperative behavior among college council members, which would increase the acceptability of the decisions taken by (0.385) and (0.473) for the dimension of decision quality. This means that the keenness these colleges have to improve cooperative behavior among the members of the SMT will increase the level of interest in the acceptance of the decision and its quality and suitability.

Sub-hypothesis (3): There is a statistically significant correlation between participation in decision-making and the ESD (decision suitability, decision acceptance, decision quality).

The results of Table (8) indicate that the strength of the relationship between participation in decision-making and the ESD is a rather high relationship with a value of (0.689), which indicates an increase in the level of participation in decision-making that would increase the ESD taken in the colleges under investigation from (0.419) for the dimension of decision suitability to (0.495) for the dimension of decision quality and (0.448) for the dimension of decision acceptance.

Table (8): The Correlation Matrix between the Study Variables

	Cooperative behavior	Exchange of information	Participation in making decisions	BITMT	Decision Suitability	Decision Acceptance	Decision Quality	ESD
Cooperative behavior	1							
Exchange of information	0.457**	1						
Participation in making decisions	0.454**	0.650**	1					
BITMT	0.781**	0.854**	0.839	1				
Decision Suitability	0.471**	0.499**	0.419**	0.563**	1			
Decision Acceptance	0.385**	0.525**	0.448**	0.549**	0.598**	1		
Decision Quality	0.473**	0.566**	0.495**	0.621**	0.661**	0.650**	1	
ESD	0.536**	0.618**	0.689**	0.689**	0.829**	0.863**	0.900**	1
**. Correlation is significant at the 0.01 level (2-tailed).								
Sig. (2-tailed) = 0.000					N= 276			

B. Impact Hypothesis

The second main hypothesis: There is a statistically significant effect relationship between BITMT and the ESD.

It is noticed from the results of Table (9) that there is a significant effect of the BITMT on the ESD. Increasing the BITMT by one unit leads to an improvement in the ESD by (0.795), with a standard error of (0.050) and a critical value equal to (18.748). This indicates that the behavioral integration of the TMT will contribute to improving the level of decision suitability, decision acceptance and decision quality.

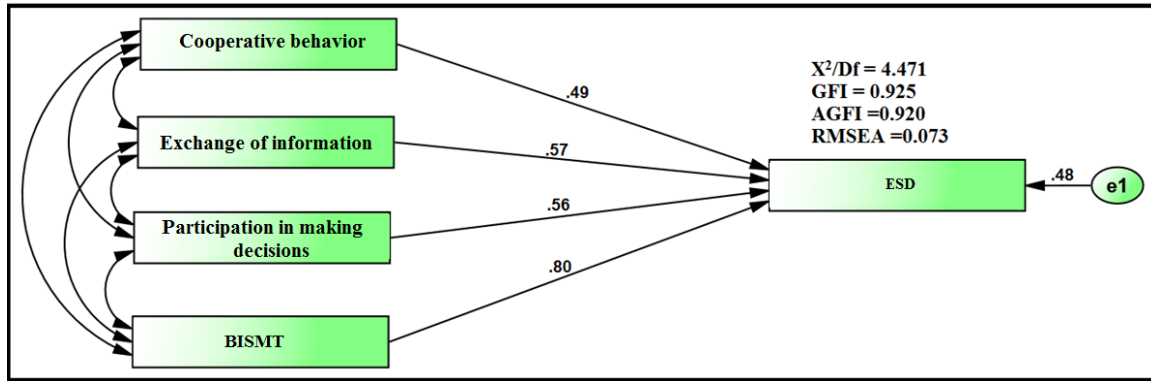


Figure (2): The Standard Diagram of the Effect of the Dimensions of BITMT on the ESD.

Table (9): Standard Measures for the Effect of the Dimensions of BITMT on the ESD

Impact Paradigm			Standard Measure	Standard Error	Critical Value	R2 Value	Probability (P)	Impact Type
Cooperative behavior	---	ESD	0.568	0.044	13.003	0.480	***	Significant
Exchange of information	---		0.492	0.047	10.513		***	Significant
Participation in making decisions	---		0.560	0.052	10.856		***	Significant
BISMT	---		0.795	0.050	15.748		***	Significant

Several sub-hypotheses are derived from this hypothesis:

Sub-hypothesis (1): There is a statistically significant impact relationship between information exchange and the ESD (decision suitability, decision acceptance, decision quality).

The results of Table (9) show that increasing the interest in exchanging information by one standard measure leads to an improvement in the ESD by (0.568), with a standard error of (0.044) and a critical value (13.003). This indicates that removing the barriers that hinder the exchange of information among the members of the councils in the colleges under investigation would increase the ESD, as expressed in the suitability of the decision through increasing the level of acceptance among the followers and improving the quality level of the decision.

Sub-hypothesis (2): There is a statistically significant effect relationship between cooperative behavior and the ESD (decision suitability, decision acceptance, decision quality).

The results of Table (9) indicate that the increased interest these colleges have in cooperative behavior among members of college councils contributes to improving the ESD by (0.492) and with a standard error rate equal to (0.047) and a critical value of (10.513). This indicates that the existence of cooperative behaviors among the members of these teams will raise the level of suitability of strategic decisions for purposes (these decisions were taken for), and increase the level of acceptance and quality.

Sub-hypothesis (3): There is a statistically significant impact relationship between participation in decision-making and the ESD (decision suitability, decision acceptance, decision quality).

The results of Table (9) showed that the interest the colleges under investigation have in participating in decision-making leads to an improvement in the ESD by (0.560) with a standard error of (0.052) and a critical value equal to (10.856). This means that improving the college's ability in making its council members participate in decision-making leads to an increase in the quality of the decisions taken and the level of their suitability, as well as an increase in its acceptance rate among the followers.

IV. Conclusions and Recommendations

A. Conclusions

1. There is a statistically significant correlation between the BISMT and the ESD. This indicates that the universities and private colleges under investigation have the interest in improving their capabilities and in making effective strategic decisions.
2. There is a significant effect of the BISMT on the ESD, which indicates the interest of these universities in improving their abilities to manage various work tasks in order to motivate workers to cooperate with each other for accomplishing tasks with high quality and effectiveness.
3. The targeted universities fail to allocate the necessary financial, material and human resources in order to implement strategic plans to improve their educational reality. This indicates the need for its commitment to administrative standards that seek to improve the ambition and challenge among employees.

4. The targeted universities are keen to improve the skills of their affiliates so that they would be ready to help each other in facing crises and complex tasks that face them and to develop their capabilities towards meeting the deadlines.
 5. The results of the study show that there is a clear interest in allocating the financial and material amounts required for the implementation of the strategic plans. This indicates that the seriousness of these colleges in putting their strategic plans into practice, and that the financial aspects do not stand in the way of achieving the vision these colleges have towards their mission.
- B. Recommendations
1. It is necessary for the targeted universities to motivate the members of the college councils in order to take responsibility for the decisions they make. This requires these universities to improve their educational reality by encouraging their members to develop their intellectual potential and create new creative ideas that contribute to improving the reality of the work of these universities.
 2. It is necessary for the targeted universities to build a database that can be referenced in order to address the problems that occur in their internal and external operations. This contributes to the development of the university's capabilities to identify strengths, weaknesses, opportunities and threats, and to work on developing and addressing the weaknesses, confronting the threats, and investing in the opportunities and strengths.
 3. The targeted universities should motivate the faculty council members to generate as many ideas as possible and broaden their horizons towards problems that could limit the university's ability and capacity to develop. This requires the university to work to encourage its members to participate in decision-making by allocating the necessary financial, material and human resources for that.
 4. It is necessary for the targeted universities to build positive relationships with stakeholders in order to encourage the members to participate in making decisions that reduce the occurrence of any internal conflicts. This requires building positive relationships based on the foundations of planning governance relationships with stakeholders.
 5. The targeted universities need to be interested in providing new and innovative alternatives and options towards the growth and development of the university, and in gaining acceptance and educational quality in a well-deserved manner. This requires them to build work teams characterized with high scientific background in order to ensure the implementation of the decisions that are taken and their acceptance by all parties.

References

1. Abuzaid, A. N., Al-Ma'aitah, N., Al-Haraisa, Y. E., & Al-Tarawneh, K. I. (2019). *Examining the Impact of Transformational Leadership on the Strategic Decisions Effectiveness of Jordanian Microfinance Companies*. International Review of Management and Marketing, 9(2), 76-83.
2. Araujo-Cabrera, Y., Suarez-Acosta, M. A., & Aguiar-Quintana, T. (2017). *Exploring the influence of CEO extraversion and openness to experience on firm performance: The mediating role of top management team behavioral integration*. Journal of Leadership & Organizational Studies, 24(2), 201-215.
3. Carmeli, A. (2008). *Top management team behavioral integration and the performance of service organizations*. Group & Organization Management, 33(6), 712-735.
4. Carmeli, A., & Schaubroeck, J. (2006). *Top management team behavioral integration, decision quality, and organizational decline*. The Leadership Quarterly, 17(5), 441-453.
5. Dean Jr, J. W., & Sharfman, M. P. (1996). *Does decision process matter? A study of strategic decision-making effectiveness*. Academy of management journal, 39(2), 368-392.
6. Elbanna, S. (2008). *Conflict in strategic decision making: an empirical study*. Proceedings of the 15th American Society of Business and Behavioral Sciences, Las Vegas, NV.
7. Feldman, M., Even, A., & Parmet, Y. (2018). *A methodology for quantifying the effect of missing data on decision quality in classification problems*. Communications in Statistics-Theory and Methods, 47(11), 2643-2663.
8. Ftes, N. A. M. (2013). *The Process of Strategic Decision-Making in Libyan Commercial Banks* (Doctoral dissertation, University of Gloucestershire).
9. Ghonim, M. A., Khashaba, N. M., Al-Najaar, H. M., & Khashan, M. A. (2020). *Strategic alignment and its impact on decision effectiveness: a comprehensive model*. International Journal of Emerging Markets, 1-22.
10. Gioko, W., & Njuguna, R. (2019). *Strategic planning practices and performance of private hospitals in Nairobi City County, Kenya*. International Academic Journal of Human Resource and Business Administration, 3(8), 1-16.
11. Halevi, Meyrav Yitzhack. (2008). *The Impact of TMT Behavioral Integration and Complexity on the Performance of Strategic Business Units: The Mediating Role of Ambidexterity*. (Ph.D. Thesis, Submitted to the Senate of Bar-Ilan University).

12. Hambrick, D. C. (1997). *Corporate coherence and the top management team*. Strategy & Leadership, 25(5), 24-30.
13. Harrison, E. F., & Pelletier, M. A. (1998). *Foundations of strategic decision effectiveness*. Management decision, 36(3), 147-159.
14. Hurt, K. J., & Abebe, M. A. (2015). *The effect of conflict type and organizational crisis on perceived strategic decision effectiveness: An empirical investigation*. Journal of Leadership & Organizational Studies, 22(3), 340-354.
15. Jahanshahi, A. A., & Brem, A. (2017). *Sustainability in SMEs: Top management teams, behavioral integration as source of innovativeness*. Sustainability, 9(10), 1899.
16. Jansen, R. J., Curseu, P. L., Vermeulen, P. A., Geurts, J. L., & Gibcus, P. (2011). *Social capital as a decision aid in strategic decision-making in service organizations*. Management Decision, 49(5), 734-747.
17. Kisfalvi, V., Sergi, V., & Langley, A. (2015). *Managing and mobilizing micro-dynamics to achieve behavioral integration in top management teams*. Long Range Planning, 49(4), 427-446.
18. Lu, B., Stocks, M., Blakers, A., & Anderson, K. (2018). *Geographic information system algorithms to locate prospective sites for pumped hydro energy storage*. Applied energy, 222, 300-312.
19. On, L. W., Liang, X., Priem, R., & Shaffer, M. (2013). *Top management team trust, behavioral integration and the performance of international joint ventures*. Journal of Asia Business Studies. 7(2), 99-122.
20. Osmani, J. (2020). *The Impact of Group Size on Decision Effectiveness*. European Journal of Marketing and Economics, 3(2), 102-115.
21. Ramachandran, I., & Badrinarayanan, V. (2016). *Influence of Behavioral Integration Within Top Management Teams and Board Control on Market Orientation, Innovation, and Firm Performance*. In Let's Get Engaged! Crossing the Threshold of Marketing's Engagement Era (pp. 641-642). Springer, Cham.
22. Simsek, Z., Veiga, J. F., Lubatkin, M. H., & Dino, R. N. (2005). *Modeling the multilevel determinants of top management team behavioral integration*. Academy of Management Journal, 48(1), 69-84.
23. Sutcliffe, K. M., & Zaheer, A. (1998). *Uncertainty in the transaction environment: an empirical test*. Strategic management journal, 19(1), 1-23.
24. Tran, H. Q. (2015). *Organizational Ambidexterity in Small Firms: The Role of Top Management Team Behavioral Integration and Entrepreneurial Orientation*. Journal of Business & Economic Policy, 2(4), 31-39.
25. Tran, K. T., & Guzman, I. (2013). *Software Reuse Success Strategy Model: An Empirical Study of Factors Involved in the Success of Software Reuse*. Proceedings of the Nineteenth Americas Conference on Information Systems, Chicago, Illinois.
26. Visinescu, L. L., Jones, M. C., & Sidorova, A. (2017). *Improving decision quality: the role of business intelligence*. Journal of Computer Information Systems, 57(1), 58-66.
27. Yi, Y., Ndofor, H. A., He, X., & Wei, Z. (2018). *Top management team tenure diversity and performance: The moderating role of behavioral integration*. IEEE Transactions on Engineering Management, 65(1), 21-33.
28. Zhang, X., & Kwan, H. K. (2019). *Team behavioral integration links team interdependence with team performance: an empirical investigation in R&D teams*. aFrontiers of Business Research in China, 13(1), 1-19.