Indian Journal of Information Sources and Services
ISSN: 2231-6094 (P) Vol.15, No.1, 2025, pp.124-138

DOI: https://doi.org/10.51983/ijiss-2025.IJISS.15.1.17

The Effectiveness of Administrative Communications in Achieving Quality in Administrative Decisions through Management by Walking Around

Saif Alali Abbas Zghair[1*] and Sinda Ben Sedrine Doghri[2]

[1*]Faculty of Economics and Management of Sfax Business Administration, University of Sfax, Tunisia
[2]Associate Professor, Department of Human Resources, Management and Law, University of Tunis, Tunisia
E-mail: [1]saifalaliabbass@gmail.com, [2]sinda.doghri@isg.u-tunis.tn
ORCID: [1]https://orcid.org/0009-0005-0096-2909, [2]https://orcid.org/0000-0002-3499-3819
(Received 21 November 2024; Revised 06 January 2025, Accepted 24 January 2025; Available online 28 March 2025)

***Abstract*--- Administrative communications are a decisive factor in the success of organizations of various types and functions, as well as in the quality of decisions, which represents a function of managers' success in performing their organizational tasks through their field visits to work sites. The objective of the current research was to explore the effectiveness of administrative communications and their contribution to achieving the quality of administrative decisions through management by Walking Around. The research population consisted of employees working at the General Company for Electric Power Production/ Central Region in Iraq, which is one of the important formations in the Ministry of Electricity. A sample of (299) was selected, and the research problem was embodied in identifying the role of administrative communications in improving the quality of administrative decisions through the mediating role of management by Walking Around in the surveyed company. The provided data has been analyzed using the SPSS program which incorporates various methods of descriptive and inferential statistics. The study reached several conclusions and recommendations, with the most important conclusion being that the use of management by Walking Around techniques plays a role in enhancing the impact of administrative communications on decision quality within the company. Additionally, there is a decline in the level of investment in advanced communication technologies and training capabilities for using them effectively. The most prominent recommendations included updating the technologies used for internal communication to align with current requirements and technological developments, which would provide greater opportunities to improve information flow and performance evaluation, and adopting management by Walking Around as a work philosophy embraced by company management to enhance performance levels.**

Keywords: **Administrative Communications, Management by Walking Around, Quality of Administrative Decisions**

I. INTRODUCTION

Administrative communications represent the means through which the thoughts of managers are conveyed, as well as the information that forms the foundation of communication, including experiences, ideas, and opinions (Mansoorian & Homayoun, 2015). Given the vast amount of information exchanged through the communication process in an organization, managements have resorted to adopting efficient and effective administrative communication systems that enable the transmission of a large volume of messages to the organization's structures and its employees. These messages may take the form of orders and instructions issued by senior management and directed to lower administrative levels, or they may represent information regarding the extent to which those procedures and instructions have been implemented, which is sent from the lower levels to the middle and upper levels of the organization.

Administrative communications are considered one of the most important tools used by managers in performing administrative tasks to achieve the organization's goals. Communications contribute to setting desired objectives, identifying problems faced in the workplace, and finding the necessary solutions, as well as evaluating the performance of employees working in the organization. According to, administrative communications are one of the core functions of a manager, carried out on a daily basis. Through them, relevant work-related information is conveyed to all related entities to ensure behaviors that align with organizational goals (Serrat, 2017).

Many organizational problems are attributed to communication issues, and this is justifiable. Members of any organization must communicate with each other; if they do not, much will not be accomplished. The situation depends on the communication patterns and the nature of the message. In reality, individuals may not actually communicate with each other. For example, if a person is spoken to incorrectly, the good communication tools used will not matter. Effective communication requires both the sender and the receiver to be present, and it is meaningless without this (Balzac, 2014). When a leader in an organization does not establish good communication with their subordinates, they lose their effectiveness. The manager and effective leader are those who engage in active communication. Thus, communication is a driving force for achieving correct administrative

processes, which the leader employs to manage the affairs of their organization or the entity they head.

II. Research Objectives

1. To identify the level of effectiveness of the administrative communications system adopted in the General Company for electric Power Production, Central Region, Iraq.
2. To diagnose the nature of the decisions made in the General Company for Electric Power Production, Central Region, Iraq.
3. To diagnose the degree of implementation of the management by Walking Around principle in the General Company for Electric Power Production, Central Region, Iraq.
4. To clarify the correlation between administrative communications and decision quality in the General Company for Electric Power Production, Central Region, Iraq.
5. To determine the impact of administrative communications on decision quality in the organization under study.
6. To assess the degree of variation in the impact of the dimensions of administrative communications on decision quality in the General Company for Electric Power Production, Central Region, Iraq.

III. Research Problem

Organizations face many challenges in the present time, and as a result, they are striving to shift from traditional approaches to contemporary trends in their work philosophy. Therefore, organizational managements are attempting to adopt an effective communication system within the organization to achieve their goals by reflecting the effectiveness of communications in enhancing the quality of decisions made in various areas of work, through the utilization of management by Walking Around (Benowitz, 2001). Based on this reality, the research problem becomes clear in the General Company for Electric Power Production in the Central Region of Iraq, which faces some failures in administrative communications, especially in implementing management by Walking Around (Nurabadi et al., 2019). The impact of this failure has extended to the quality of decisions, with some decisions being ineffective and unproductive due to neglecting the role of communications in achieving decision-making quality. As a result, some decisions were not aligned with the directions of senior management and the aspirations of society (Daft et al., 2010).

IV. Research Questions

The Following Questions Arise from the Research Problem

1. What is the level of effectiveness of the administrative communications system adopted in the organization under study?
2. What is the nature of the decisions made in the organization being studied?
3. What is the correlation between administrative communications and the quality of decisions in the organization under study?
4. What is the impact of administrative communications on decision quality in the organization under study?
5. What is the degree of variation in the impact of the dimensions of administrative communications on decision quality?

V. Research Importance

The Study has Two Types of Importance

Theoretical Importance: This is evident in the significance of the topics addressed (administrative communications, decision quality, and management by Walking Around), as they are crucial topics in administrative thought, with implications on both the conceptual and practical levels, which extend to the success or failure of the organization. The independent variable (administrative communications) serves as the foundational pillar upon which the administrative process in the organization is built. The dependent variable (quality of administrative decisions) is the main outcome through which the contents of the administrative process are translated into tangible reality. Meanwhile, the management (Arce et al., 2021) Walking Around approach is a more effective communication tool to ensure that everything happening at work sites is uncovered.

Practical Importance: The importance of the study stems from the importance of the organization being studied. The General Company for Electric Power Production is one of the most prominent electric power production companies in Iraq because it supplies electric power to the central part of the country which enormously affects an average Iraqi citizen's life. The research provides a modest contribution to the General Company for Electric Power Production, aiming to help it adopt an effective communication system that aids in making effective and high-quality administrative decisions (Houari, 2021). In conclusion, the research results contribute to improving the performance of the organization under study, due to the important role this organization plays in the life and well-being of society.

VI. Research Limits

Human Limits: The human boundaries of the research are represented by the employees working at the headquarters of the General Company for Electric Power Production, Central Region, Iraq.

Spatial Limits: The research is limited to the headquarters of the General Company for Electric Power Production, Central Region, Iraq, which has financial and administrative independence and a legal personality that helps improve the well-being of society through the services it provides in the field of electric power.

Temporal Limits: These refer to the practical aspect of the research, specifically the period of distributing and retrieving

the questionnaire, which extended from the end of 2023 to the first half of 2024.

VII. LITERATURE REVIEW

The importance of communication is evident in its active and essential role across various fields. Employees of an organization use communication in all its forms to achieve organizational goals related to their functions. Communication is one of the means of eliciting the necessary responses from others. It helps employees develop motivation for work and provides them with the information needed for it. Communication is key to the survival and continuity of the organization, enhancing employee performance and job satisfaction (Hareem, 2004). Communication is the most effective means for organizational learning, as it contributes to acquiring knowledge and sharing it with others (Khyade & Khyade, 2018). Thus, it spreads knowledge and reduces cognitive isolation. Furthermore, communication contributes to employee well-being by connecting them with others and avoiding social isolation (McShane & Glinow, 2010). It helps employees face challenges and elevate the level of ideas (Mansour, 2000). People's ability to work in collaboration in coordination towards specific goals hinges highly upon communication. On a general level, communication objectives foster understand or even shift attitudes and behaviors. Gerald Greenberg has stated that there are actually eight strategic functions of communication. These are: directing action, communicating and interrelating, establishing interorganizational relationships or culture, building an organizational image, idea generation, and directing the ideas and values of the organization (Winarso, 2018). Management by Walking Around (MBWA) has been applied across various organizational settings to facilitate communication between staff and management. This unscheduled direct observation of work in the organization is referred to as MBWA. Instead of performing structured and mechanical management functions, managers come to work and casually talk to staff in an unscheduled and friendly manner. It is a goal to encourage "staying in touch" through vertical non bureaucratic channels (Kwon et al., 2018). There is no single or infallible way to manage an organization; it cannot be more evident, simply put by saying style is everything. An organization's goals can be attained by management, or they may serve as performance barrier instead. MWA is a style the promotes an open-door policy. which is non bureaucratic. (Abbad & Alshoraty, 2020). Management by Walking around is a social process that does not arise from nothing, but emerges among a group of individuals, taking into account their feelings, emotions, and future aspirations. It includes several functions such as communication, follow-up, performance evaluation, and feedback to effectively implement the process (Al-Sharman & Jiran, 2018). The researcher defines management by Walking around as a managerial approach adopted by managers within an organization to achieve the best interactions with employees. This is done by Walking through the organization's departments, opening channels of dialogue with them, and listening to them in order to achieve their satisfaction and ensure effective performance levels (Asnawi et al., 2019).

Administrative decision-making represents the most crucial phase within the continuous process through which alternatives are identified to achieve a specific goal. Typically, it is the managers who are responsible for making decisions in response to a particular event or problem that occurs within the organization. The decision-making process follows a hierarchy, progressing from simple situations to more complex ones (Al-Naimi, 2008). As stated, (Zhang et al., 2017; Ghasemaghaei et al., 2017) in their studies, data and information analysis is one of the organization's main tools. It is more insightful and faster in analyzing the internal and external environmental situation and responds to changes with high efficiency and effectiveness. The researcher defines the concept of administrative decision-making as "a skillful process based on the knowledge possessed by the manager, who utilizes information and data for analysis, in order to understand the reality of the organization correctly (Abraheem, 2023). This enables the manager to choose the right alternative that aligns with the nature of the organization's environment and achieves the desired goal.

The quality of administrative decisions is one of the issues that involves many dynamic variables related to its significance. Its importance is tied to the organization’s ability to compete and survive for a longer period, as all of this falls on the shoulders of managers at the highest level of the organizational structure within the field of management (Zorlu & Korkmaz, 2021). The quality of administrative decisions is of great importance because of its impact on shaping the organization's current and future direction, as well as its strong connection to the interrelation of the organization's activities and its sustainability and continuity.

The quality of administrative decisions primarily relies on the decision-maker's evaluation of their tolerance for the potential success and failure they may face. The ability to handle this is inherent in the decision-maker, either as a preparedness to face problems or as part of their personality. The quality of decision-making involves two main aspects: the personal and the cognitive. Decision-making, by nature, is a process that depends on the perception and judgment of the individual, as it involves estimating and balancing probabilities and choosing the option with the least losses. All of this is based on the behaviors and perceptions of the decision-maker. According to Al-Jubouri, (2022), the quality of administrative decisions is at the core of purposeful and distinguished behavior. It is one of the responsibilities that individuals follow to solve problems. It refers to choosing the most appropriate alternative through a practical mental process among the many available alternatives. The best alternative is selected based on a set of well-calculated and precise scientific steps. A high-quality decision is one that

contains the necessary mental requirements and is acceptable in its implicit content.

Regardless of the size or impact of a decision, senior management must focus on several factors that contribute to improving the quality of the administrative decisions made (Zaibel et al., 2022). This is considered one of the core tasks of a manager or leader within an organization. The success of the organization depends on the leadership's ability to make decisions that are both effective and of high quality (Al-Jubouri, 2022). The quality and effectiveness of a decision refer to the soundness of the steps taken in the decision-making process. Decision-support systems play a crucial role in decision-making activities within an organization and are widely used in all processes and activities, such as planning and analyzing available alternatives to reach the best solutions, as well as optimizing and utilizing the available resources within the organization (Helal & Kroumi, 2022).

Add that the effectiveness of an administrative decision is essentially the result of two main factors: the first is the quality of the decision, and the second is its acceptability among subordinates. The quality of the decision is determined based on a set of dimensions, including the benefits derived from the decision, the risks that follow it, the efficient human resources utilized for its implementation, discovering new opportunities, and avoiding internal conflicts within the organization. The effectiveness of the decision taken is related to the degree of its acceptance by subordinates, which depends on their participation in the decision-making process and its subsequent implementation. This can be expressed using the following equation: The effectiveness of an administrative decision = Quality of the decision * Its acceptability.

From this equation, it can be said that a decision will not be effective unless there is a balance between the quality of the decision and its acceptability by the recipients. In this case, the decision-maker embodies four main scenarios, which are as follows:

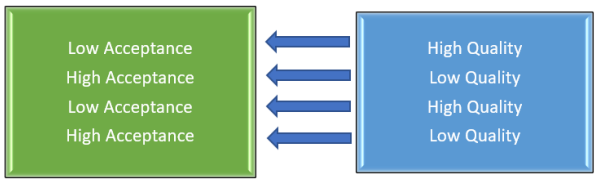

Fig.1 Decision Quality Level and its Acceptance Degree

Previous Studies

(Ali, 2018) study "The Role of Administrative Communication in Improving Job Performance Quality at Tartous University form the Perspective Faculty Members: A Field Study" sought to evaluate the role of administrative communication in enhancing job performance at Tartous University through the eyes of the faculty members. After conducting the study, the researcher concluded that the level of administrative communication practiced at the mentioned university, as assesed by the faculty members, was at a medium level.

Al-Basso Study (2019) "Obstacles to Administrative Communication from the Perspective of Agricultural Employees in Nineveh Governorate" intended to assess the degree of barriers to communication with a focus on agriculture workers in Nineveh Governorate, and to assess the specific areas of communication barriers in detail. The results indicated that moderate obstacles to administrative communication were noticed.

The goal of the study named "Administrative Communications and Their Impact on the Effectiveness of Administrative Decisions: A Field Study on Public Educational Institutions in Al-Abyar Municipality" aimed at finding the degree of influence of administrative communication on the effectiveness of administrative decisions of the directors of public basic and secondary schools in Al-Abyar Municipality. The findings revealed that the sample study's level of effectiveness of administrative decisions was significantly under the positive influence of administrative communication as well.

The objective of Study (Brinia et al., 2022) called "The Impact of Communication on Organizational Effectiveness in Educational Institutions" was to analyze the effectiveness of communication complements within the workplace and establish a clear understanding of the effectiveness of the organization as a whole. The study provided insight that teachers reported positive satisfaction with the processes that involve communication.

As previously suggested in the findings derived from the Ibrahim study in 2022, there exists a unique linkage between competitive pressures alongside strategic renewal. The rather complicated name such as "The Mediating Role of Management by Walking in the Impact of Competitive Pressures on Strategic Renewal Opportunities in Business Organizations - A Field Study in A Sample of Five-Star Hotels in Iraq" suggests 'walking management' as a mediator to the primary factors of the study. The study concluded that through these variables management through walking enabled strategic renewal and thus was found to be Omnipotent and positively correlated to the variables in question.

The Study by Mohammed et al published in 2023 under the title "The Effectiveness of Management by Walking as an Approach for Achieving Organizational Development - An Analytical Study of the Views of Decision-Makers in the General Company for Dairy Products in Diyala" aimed to investigate if decision makers rest in the notion that walking management can aid in organizational development (Suresh & Ramesh Babu, 2019). The findings were clear and quite positive for the researchers as the study noted a strong association alongside causation between the elements of management by walking and organizational development.

Abd and Kazem Study (2021) has provided a case study on 'The Impact of Information on Administrative Decision-Making: A Case Study at the Al-Habaniyah Municipality.' It set out to demonstrate the effect of information on key decision making within the framework of Al-Habaniyah Municipality. One of the conclusions of the study was that systems management and legislation were termed as critical components for where information was acquired for administrative decision making, and this was in sharp focus during the study.

Al-Saffo and Al-Abbasi Study (2022) titled "The Role of Decision Support Systems in Improving the Decision-Making Process: A Field Study at PetroChina Company in Maysan Governorate" aimed to examine the relationship between decision support systems and the decision-making process in PetroChina Company in Maysan. The study found a strong positive correlation between the decision support system and administrative decision-making in the company.

Al-Jubouri Study (2022) titled "Social Awareness and Its Relationship with Administrative Decision Quality" aimed to measure social awareness and decision-making quality among university employees, and to identify the correlation between social awareness and decision-making quality. The study concluded that there was a strong correlation between social awareness and the quality of decision-making.

Bujar et al. Study (2022) titled "A Process for Evaluating High-Quality Decision-Making Practices During Drug Development, Review, and Validation" aimed to evaluate the practical application of the "Decision Quality Guidance Framework" and identify favorable and unfavorable practices in evaluating the consistency and transparency of Total Quality Management (TQM) plans within each organization. The results highlighted the need for improvement across several decision-making practices for the three organizations, such as evaluating alternatives and decision impact**.**

VIII. METHODOLOGY

Research Method

The methodology is the step where a researcher formulates a problem and attempts to find a solution to it. The combination of collecting information on pertaining topics on the research and quantitatively analyzing it led to the adoption of descriptive-analytical method. The method splits up the focal sample for research into groups and partially examines the responses and behavior in relations to the focus of the study. The statistical interpretation of the essence of this method is proceeding from real differences of the selected variables that comprise the sample followed by their assessment and analysis. Thereafter followed conclusions to these analyses, which then pave way to practical recommendations. This was implemented by utilizing questionnaire which consisted a special part targeting responses pertaining to the two main variables of the study.

Data Collection Methods

The data collection tools are represented in two directions, as follows:

1. **Theoretical Aspect:** The theoretical aspect of the research was covered through Arabic and foreign sources, which include books, theses, academic dissertations, journals, and relevant resources available on the internet. The information will be presented and its intellectual contents analyzed.
2. **Practical Aspect:** The questionnaire is the primary tool for collecting data and information related to the practical aspect of the research. It is based on well-known scales that are objective and derived from previous studies. After being reviewed and approved by the supervising professor, and presented to a group of expert referees to ensure its compatibility with the research environment, the five-point Likert scale was adopted in the responses from the sample individuals. The response level will be confined to values between (1–5), with five levels to measure the degree of response, as shown in Table IV.

TABLE I ARRANGEMENT OF QUESTIONNAIRE RESPONSES

Response	Value Range
Strongly Disagree	1 – 1.79
Disagree	1.8 – 2.59
Neutral	2.6 – 3.39
Agree	3.4 – 4.19
Strongly Agree	4.2 – 5

Hypothetical Model for the Research

The main objective of the hypothetical model for this research is to outline the relationship between the research variables and their dimensions. The dimensions of the research variables were identified based on the literature related to the research topics, which have been tested in practical reality. The model includes:

1. **Independent Variable**: This variable is represented by the concept of administrative communication with its three dimensions: upward communication, downward communication, and horizontal communication. These dimensions are reflected through a set of items included in the questionnaire.
2. **Dependent Variable**: The dependent variable is represented by the quality of administrative decision-making, which is addressed through a series of relevant items.
3. **Mediating Variable**: The mediating variable (management by Walkinging around) includes five sub-dimensions: discovering facts, improving communication, motivation, development and innovation, and feedback.

Research Hypotheses

The formulation of the hypotheses is based on the research problem and objectives, reflecting the contents of the hypothetical research model. The hypotheses aim to answer the research questions by testing them and determining the nature of the relationship between the research variables. The main hypotheses include the relationship of influence between the variables, while the sub-hypotheses address the relationships at the level of dimensions. The hypotheses are as follows:

Main Hypothesis 1

There is a statistically significant effect of administrative communication, with all its dimensions combined, on management by Walking around, with all its dimensions combined.

Sub-Hypotheses

Sub-Hypothesis 1: The effect of management by Walking around communication on the managers through upward communication is significant.

Sub-Hypothesis 2: He effect of management by Walking around managers communication on the subordinates through downward communication is significant.

Sub-Hypothesis 3: The effect of management by Walking around communication on the peers through horizontal communication is significant.

Main Hypothesis 2

There is a statistically significant effect of administrative communication, with all its dimensions combined, on decision quality, with all its dimensions combined.

Sub-Hypotheses

Sub-Hypothesis 1: The impact of an upward administrative communication on decision quality is statistically significant after combining all its dimensions.

Sub-Hypothesis 2: The impact of downward administrative communication on decision quality is statistically significant after combining all its dimensions.

Sub-Hypothesis 3: The impact of horizontal administrative communication on decision quality is statistically significant after combining all its dimensions.

Main Hypothesis 3

The effect of management by Walking around, with all its dimensions combined, on decision quality, with all its dimensions combined, is statistically significant.

Sub-Hypotheses

Sub-hypothesis 1. There is an effect of fact discovery on the decision quality; all its dimensions combined are of statistical significance.

Sub-hypothesis 2. There is a determined effect of improving communication on decision quality; all its dimensions combined are of statistical significance.

Sub-hypothesis 3. There is an effect of motivation on decision quality, all its dimensions combined are of statistical significance.

Sub-hypothesis 4. There is an effect of development and innovation on decision quality, all its dimensions combined are of statistical significance.

Sub-hypothesis 5. There is an effect of feedback on decision quality, all its dimensions combined are of statistical significance.

Main Hypothesis 4

The connection between administrative communication and decision quality is significantly influenced by management by walking around.

Sub-Hypotheses

Sub-Hypothesis 1: There exists a statistically significant effect of management through Moving Around the Office in the moderation of the relationship between upward communication and decision quality.

Sub-Hypothesis 2: There exists a statistically significant effect of management through Moving Around the Office in the moderation of the relationship between downward communication and decision quality.

Sub-Hypothesis 3: There exists a statistically significant effect of management through Moving Around the Office in the moderation of the relationship between horizontal communication and decision quality.

Statistical Methods

In this study, a wide range of statistical methods were used to explore the data and analyze the relationships between variables within the context of the study, aiming to achieve the highest levels of accuracy and representativeness of the results. These methods include:

Frequency Analysis: Used to understand patterns and trends in the repetition of events and phenomena, which helps in examining the data thoroughly.

Percentages: Used to present and analyze the demographic characteristics of the sample by converting the data into percentages.

Arithmetic Mean: It summarizes the central tendency of the values in a data set.

Standard Deviation: It gauges the extent of deviation from the mean value of the given data set.

Coefficient of Variation: Measures the reliability and validity of the results from the questionnaire.

Cronbach's Alpha: Measures the degree to which a set of data is normally or abnormally distributed.

Data Distribution Test: Used to determine the extent to which data follows a normal or non-normal distribution.

Pearson Correlation Coefficient: Measures the degree of relationship between two measured constructs.

Simple Linear Regression: Explains the effect of one independent variable on a dependent variable.

By using these comprehensive analytical methods, the data can be understood more accurately, and the objectives of the study can be achieved more effectively.

Research Population and Sample

One of the essential foundations of research is identifying the population and sample, especially since this is linked to the generalization of the research results when the characteristics of the sample elements align. Therefore, the precise selection of the population and sample is critical. Every field research has a population, and this allows for generalizing the results accordingly.

The research population in the current study is represented by the electricity sector, specifically the **General Company for Electricity Generation, Central Region, Iraq**. The employees working in the mentioned company, totaling around 1,300 employees, formed the population. The research sample consisted of 299 employees working on permanent staff at the General Company for Electricity Generation, Central Region, Iraq. The sample was selected using **Morgan's Method** for sample size determination, as illustrated in **Table II**.

TABLE II MORGAN'S TABLE FOR SAMPLE SIZE DETERMINATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	370
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Distribution of Sample Members Based on Respondents' Personal Data

This section provides a description of the personal aspects of the sample members by addressing several indicators, including: **gender**, **age group**, **educational qualification**, and **years of service**. The demographic information of the sample is presented in **Table III**, which provides an individual analysis of the personal characteristics and notable skills possessed by the sample members. This description is essential for gaining a deeper understanding of the personal traits of the sample members and their willingness to participate in the proposed research questionnaire, as follows:

TABLE III PERSONAL CHARACTERISTICS OF THE SAMPLE MEMBERS

Attribute	Category	Frequency	Percentage
Gender	Male	140	47%
	Female	159	53%
	Total	299	100%
Age Group	Less than 30 years	66	22%
	30 to less than 40 years	87	29%
	40 to less than 50 years	91	30%
	50 years and above	55	18%
	Total	299	100%
Educational Qualification	Less than High School	77	26%
	Diploma	64	21%
	Bachelor's Degree	154	52%
	Postgraduate	4	1%
	Total	299	100%
Years of Service	Less than 5 years	54	18%
	5 to less than 10 years	56	19%
	11 to less than 15 years	63	21%
	15 to less than 20 years	55	18%
	20 years and above	71	24%
	Total	299	100%

Source: Prepared by the researcher based on SPSS results.

Results

First: Testing the First Main Hypothesis

The text of the first main hypothesis is as follows: (There is a statistically significant effect of administrative communication and its dimensions on decision quality and its dimensions.)

It is clear from the content of Table VI that there is an effect of administrative communication on decision quality. A positive effect is shown with a coefficient (α = 1.827), which is considered the minimum value for the decision quality variable. With a value (β = 0.411) at the significance level of (0.000), which is lower than the accepted statistical significance level of (0.05), this indicates a direct (positive) relationship.

The coefficient of determination shows that (48.2%) of the variation in the decision quality variable can be explained by administrative communication, while the remaining (51.8%) of the effect is explained by other factors not included in the research model. Additionally, the test value (F = 54.681) confirms the statistically significant effect of administrative communication on decision quality, as the error probability value (0.000) is lower than the accepted statistical significance level of (0.05). These results indicate the acceptance of the second main hypothesis.

Table IV Impact Values of Administrative Communication and Its Dimensions on Decision Quality and Its Dimensions

Variable	Decision Quality	α	β	t(β)	Sig. β	R^2	F	Sig.
Upward Communication		2.622	0.284	5.711	0.000	0.318	22.194	0.000
Downward Communication		2.527	0.223	6.446	0.000	0.303	41.547	0.000
Horizontal Communication		2.591	0.288	5.480	0.000	0.358	32.994	0.000
Administrative Communication		1.827	0.411	7.395	0.000	0.482	54.681	0.000

Source: Prepared by the researcher based on SPSS results.

Test of Sub-Hypothesis 1

The first sub-hypothesis within the framework of the first main hypothesis states: "**There is a statistically significant effect of upward communication on decision quality across its dimensions.**"

It is evident from the data in Table IV that upward communication has an effect on decision quality. A positive effect is observed, with the coefficient (α = 2.622), which is considered the minimum for the decision quality variable. The value of (β = 0.284) is accompanied by a p-value of (0.000), which is less than the established significance level of (0.05), indicating a positive relationship.

The R^2 value shows that **31.8%** of the variation in decision quality can be explained by upward communication, while the remaining **68.2%** is attributed to other factors not included in the model. Additionally, the F-test value (F = 22.194) confirms the statistically significant effect of upward communication on decision quality, The p-value (0.000) is below the conventional significance threshold (0.05).

These results confirm the acceptance of sub-hypothesis 1 within the first main hypothesis.

Test of Sub-Hypothesis 2

The second sub-hypothesis that was generated from the first main hypothesis has been formulated as follows: "There is a statistically significant effect of downward communication on decision quality across its dimensions."

The consequences of downward communication on decision quality; the communication, there derives a value greater than (α = 2.527). This alpha value is seen as the minimum threshold for the decision quality variable. The beta value (β = 0.223) is additionally coupled with a p-value of (0.000) which is under the predetermined level of significance (0.05), endorsing the good effect noted above.

The adjusted R^2 value signifies that 30.3% of changes to quality of decisions made are accounted for by the downward communication, with the rest 69.7% pertaining to other causes. The F-test value (F = 41.547) also favors the hypothesis as it proves towards the relatively much lower frequencies, confirming the hypothesis that there exists a substantial relation of quality of decisions made towards communication made in a downward direction. With these findings, p = 0.000 also renders explanatory proof. Therefore, along with the evidence given, sub hypothesis 2 deriving from the first main hypothesis is considered to be true.

Test of Sub-Hypothesis 3

The third sub-hypothesis of the first main hypothesis states, "There is a significant effect of horizontal communication on decision quality across its dimensions."

There is a positive effect of horizontal communication of the decision quality variable, given that the coefficient (α = 2.591) represents the least value for the minimum of the decision quality variable. In context, the beta value (β = 0.288) which has a p-value (0.000) below the threshold of 0.05, suggests a positive effect. R^2 demonstrates that 35.8% of the variance in the decision quality can be explained by horizontal communication. The remaining 64.2% is explained by factors outside the research model. F-test value (F = 32.994), where the p-value (0.000) is less than the significance level of (0.05) for the F-test, also confirms the acceptance of the F-test hypothesis that horizontal communication has a significant effect on decision quality. Overall, these results substantiate the acceptance of sub-hypothesis 3 of the first main hypothesis.

Second: Evaluation of the Primary Principal Hypothesis and Its Testing

The content of this hypothesis is as follows: (There is an effect of administrative communication, in its consolidated adjustments, on management by walking, in its consolidated adjustments.) The data shown in Table V suggests that the respondents believe that there is an effect of administrative communication on management by walking, with the coefficient ($\alpha = 1.912$), which corresponds to the minimum for the management by walking variable. The beta value (β) is 0.428, and its p-value is (0.000) which is below the significant level threshold of (0.05). This means that there is a positive effect. The remaining portion of the management by walking phenomenon (administered by communication) is 50.9% which is not explained by the model. The rest of the changes are due to other factors not covered by the research model. Using F-test, it is also true that the coefficient of determination (R^2) confirms that 49.1% of the variance in the management by walking phenomenon can be explained with the help of administrative communication. The F-test value (F)= 57.452 also indicates that there is a positive significant effect of communication. This is further confirmed by the p-value which is (0.000) for the F-test lower than when compared to the significance threshold of (0.05).

TABLE V EFFECT VALUES OF ADMINISTRATIVE COMMUNICATION BY ITS DIMENSIONS ON MANAGEMENT BY WALKING BY ITS DIMENSIONS

Variable	Management by Walking Variable						
	α	β	t(β)	Sig.β	R^2	F	Sig.
Ascending Communication	2.706	0.288	5.732	0.000	0.321	22.214	0.000
Descending Communication	2.563	0.232	6.452	0.000	0.308	41.556	0.000
Horizontal Communication	2.604	0.294	5.486	0.000	0.364	32.998	0.000
Administrative Communication	1.912	0.428	7.395	0.000	0.491	57.452	0.000

Source: Prepared by the researcher based on SPSS results.

Test of the First Sub-Hypothesis

Second main hypothesis states that "there is a positive effect of ascending communication on management by walking with its dimensions attached."

Table V clearly demonstrates the influence that ascending communication has on management through walking. The latter has a minimum positive effect of ($\alpha = 2.706$). Noteworthy is the significant positive effect ($\beta = 0.288$) found at a significance level of (0.000). This is lower than the accepted statistical significance level of (0.05). The coefficient of determination, (0.321) reveals that (32.1%) of the variance elevation in the management by walking variable is due to ascending communication, while the residual value of (67.9%) is due to other variables which were not part of the research model. The value of the test F = 22.214 also showed that there is statutory significance of less than the level set (0.05) suggesting assurance on the given hypothesis. These results validate the first sub hypothesis of the second main hypothesis.

Test of the Second Sub-Hypothesis

Starting from the second main hypothesis, the following is the second sub-hypothesis: "There is a significant statistical consequence that comes with descending communication while managing through walking and its dimensions together."

The data in Table V indicates that communication has an impact on management by walking which there indeed exists a positive impact with a beta value of ($\alpha = 2.563$), which is the threshold for the management by walking variable. The beta value is ($\beta = 0.232$) while the level of significance is (0.000) which remains lower than the statistical significance level (0.05) and so the positive impact that is indicated is corroborated. Further this, the coefficient of determination (0.308) communicates that (30.8%) of the "management by walking" variable can be argued to rest in the domain of descend communication whereas the remaining (69.2%) results from other components. In addition, this test value (F = 41.556) further supports that hypothesis as the signification value (0.000) also falls within the frame of non acceptance of the 0.05 level of significance. So, from this outcome, the second sub-hypothesis which stems from the second main hypothosis is approved.

Test of the Third Sub-Hypothesis

The third sub-hypothesis within the second main hypothesis is as follows: "There is a statistically significant effect of horizontal communication on management by walking with its dimensions combined."

The data table V presents findings of the influence client involvement has on management by walking and reveals that the effect was positive with a constant of ($\alpha = 2.604$), which is the management minimum for the management by walking variable. The beta value is ($\beta = 0.294$) with p value of (0.000) which is less than the accepted level of statistical significance (0.05), hence a positive relationship. The coefficient of determination ($R^2 = 0.364$) indicates that (36.4%) of the variance in the management by walking is explained by horizontal communication while the gap (63.6%) is due to other variables excluded from the research model. Moreover, the test value (F = 32.998) established above gives further support to the fact that horizontal communication has a significant impact on management by walking since the value of significance (0.000) is less than the level of significance (0.05). Based on these observations, we conclude that the sub-hypothesis three of hypothesis two is confirmed.

Test of the Third Main Hypothesis

The hypothesis states as follows: “There is a statistically significant effect of management by walking with its dimensions combined on decision quality.

Under the management by walking variable, the data from Table VI regarding the effect on decision quality shows a minimum positive coefficient (α) of (1.942). The beta value is (β = 0.338) with a 0.000 significance level which is less than the adopted statistical significance level of (0.05). This confirms the existence of a positive relationship. The coefficient of determination (R^2 = 0.508) indicates that management by walking can account for (50.8%) of the variance in decision quality, leaving (49.2%) to variance from other factors not accounted for in the current research model. Also, the test value (F = 56.826) continued to support the existence of a statistically significant effect by indicating the quantitative value of the test (0.000) as lower than the accepted statistical significance level (0.05). Therefore, this F test leads us as well to accept the third main hypothesis.

TABLE VI EFFECT VALUES OF MANAGEMENT BY WALKING AND ITS DIMENSIONS ON DECISION QUALITY

Variable	Decision Quality Variable						
	α	β	t(β)	Sig.β	R^2	F	Sig.
Fact Finding	2.804	0.228	5.762	0.000	0.354	28.462	0.000
Communication Improvement	2.685	0.254	6.648	0.000	0.362	44.608	0.000
Motivation	2.814	0.298	5.618	0.000	0.378	36.860	0.000
Development and Creativity	2.561	0.284	5.667	0.000	0.366	34.682	0.000
Feedback	2.711	0.279	6.218	0.000	0.381	32.518	0.000
Management by Walking	1.942	0.338	7.214	0.000	0.508	56.826	0.000

Source: Prepared by the researcher based on SPSS results.

Testing the First Sub-Hypothesis

Referencing the data in section 6, the positive result with the lowest point for the participant's decision attributed to the fact-finding effort of 2.804 suggested there was an effect of the fact-finding effort on the decision quality. The positive effect noted is p is equal to 0.000 which is lower than the set level of significance of 0.05. It can thus further be concluded that fact-finding has a positive impact on decision quality. 35.4 per cent of the variance in decision quality is attributable to fact-finding as indicated by the R squared (R2= 0.354). Fact-finding has some effect on the decision as with other variables outside this research model. Indeed, the test value is p is equal to 0.000 which shows that there is sufficient evidence for rejecting the hypothesis that there is no impact from fact finding on the decision quality. And, as shown with the F-test, the noted substantive level changes are wide enough to establish within model reasoning. The F-test results satisfactory parallel the prior conclusions stated as ratio test value. Thus, so far, and in these results, it seems that the first sub-hypothesis under the third main hypothesis is confirmed.

Testing the Second Sub-Hypothesis

The second sub-hypothesis under the third main hypothesis can be formulated as follows: “There is an improvement over a certain level of communication associated with an increase in the comparison quality of decisions made.

The results given in Table VIII seem to suggest that aside from the communication quality dimensions described as a worded positive effect on decision making processes and outcomes, there is quite a high positive effect with a coefficient (α = 2.685), which is the decision quality variable's lowest minimum. Note that the Beta value (β = 0.254) is connected to a significance level (p = 0.000) so that the null hypothesis of no effect can be construed positively at the level of the accepted significance level of (0.05). The R squared (R^2) of (0.362) indicates that communication ranged to explain (36.2%) of the variable decision quality, the rest (63.8%) is attributed to other variables not researched in the current study model. The F test results (F = 44.608) estimated went on to support the positive effects of communication on decision quality with the maximum accepted error on the margin (0.000) being below the accepted significance level (0.05). These results therefore imply that the second sub-hypothesis of the third main hypothesis is accepted.”

Testing the Third Sub-Hypothesis

The detail of the third sub-hypothesis under the third main hypothesis reads as follows: "In all its aspects, motivation has a statistically significant effect on a decision, or its quality."

From the information in table VI, the effect of motivation on decision quality is evident revealing a positive correlation with a coefficient (α = 2.814), the baseline for the decision quality variable. The Beta value (β = 0.298) is aRβnssociated by a significance level (p = 0.000), which is lower than the accepted significance level of (0.05), positive. The R^2 value (0.378) explains that (37.8%) of the variation of the decision quality can be attributed to motivation while the remaining (62.2%) are explained by the other factors which have been left out of the consideration in the present research model. The F-test value (F = 36.860) supporting confirming the considerable effect of motivation on decision quality, as the probability of error value (0.000) indicates is less than the significance level (0.05). Therefore, these results lead us to accept the sub-hypothesis three of the third main hypothesis.

Testing the Fourth Sub-Hypothesis

The outline of the fourth sub-hypothesis included in the fourth main hypothesis is as follows: "There is a statistically significant effect of development and innovation on decision quality in all its dimensions."

Looking at Table VI, it is clear that development and innovation impacts positively on decision quality, as evidenced by an α coefficient of (2.561) which is the lower bound of the decision quality variable. The Beta value (β=0.284), which is attained at probability error (p=0.000), confirms positive effect as this probability is below the accepted significance level of (0.05). An R^2 value of (0.366) accounts for development and innovation as able to explain (36.6%) of the variance in decision quality. The remaining (63.4%) is attributed to other variables which are not part of the current research model. The F-test value (F=34.682) indicates the existence of a statistically significant relationship between development and innovation and decision quality since the error probability p (0.000) is smaller than the accepted significance level (0.05). These results support the third main hypothesis. They also suggest acceptance of fourth sub-hypothesis under the third main hypothesis.

Testing the Fifth Sub-Hypothesis

This last excerpt will focus on the usage of the Tabulated data within the derived hypothesis as per 'feedback incorporation'. In particular, the qualitative remarks provided on the conclusion of the following Table VI will be examined, alongside the decision-making coverage consisting in the lower bound specified for parameter alpha, denoted as 2.711. The table consists of eight columns, which are highly detailed pertaining to seven remarks compiled for the Beta value studied associated with 0.279. Beta signifies in this context the quantity for which error likelihood value p = 0.000, which again is not only well below the range but the nominal threshold of errinal acceptance stated (significance level 0.05), and therefore suggests a beneficial impact from the feedback. Coefficient determined as 'R' describes the level of explanation of overall feedback subset determined per the newly incorporated variable inducing decision making quality, and it was found that remaining variables included into the research model are not used. This value 'R' does indeed suggest that a fraction of 38.1% (with the F-test value of 'F' being 32.518). The rest of the variance 61.9% is induced by other factors. The P value from feedback suggests that claim stated above received sufficient coverage, realizing the assumption of the third hypothesis set forth with further calculation guidelines. Difference from primary derived hypothesis and this sub appears too marginal. They, both, testify the fulfilling of the criteria just to detail the aforementioned hypothesis instead.

Testing the Fourth Main Hypothesis

The hypothesis states," The effect of management by Walking around administered as a mediation within the relationship between administrative communication and decision quality is positive and statistically significant."

In Table VII it is observable that administrative communication positively affects decision quality when mediated with management by Walking around. The value exceeding the minimum threshold for management by Walking around variable has a coefficient (α = 2.114) which is the lowest value for management by Walking around. The Beta value (β = 0.486) comes with an error probability (p = 0.000) which is lower than the accepted value of (0.05), hence supporting the hypothesis in question. The (R^2) value of (0.542) exceeds the values in the preceding model by (0.060) due to the mediating variable management by Walking around. This suggests that it is possible for administrative communication to explain (54.2%) of the variance in decision quality while having management by Walking around as a mediating variable. The rest (45.8%) are attributed for other potential factors none of which are incorporated within the scope of the model being investigated in this study.

The F-test results (F= 57.826) demonstrates communication's impact on decision quality is significant, with management by walking around serving as a mediator (p = 0,000). Since this p value is less than the set significance threshold of 0.05, these findings suggest that fourth formulated main hypothesis is accepted.

TABLE VII THE EFFECT VALUES OF ADMINISTRATIVE COMMUNICATIONS ON DECISION QUALITY WITH MANAGEMENT BY WALKING AROUND AS A MEDIATOR

Variable	Decision Quality (Management by Walking around as Mediator)						
	α	β	t(β)	Sig.β	R^2	F	Sig.
Ascending Communication	2.687	.0296	.5728	0.000	.0378	24.298	0.000
Descending Communication	2.527	0.223	6.446	0.000	0.303	41.547	0.000
Horizontal Communication	2.591	0.288	5.480	0.000	0.358	32.994	0.000
Administrative Communication	2.114	0.486	7.395	0.000	.0542	57.826	0.000

Testing the First Sub-Hypothesis

The content for the first sub-hypothesis concerning the fourth major premise is stated as follows: "With managerial Walking around as a mediator, the upward communication has a statistically significant impact on decision quality."

From the results, it can be read in Table VII that the influence of upward communication on decision quality with management by Walking around as a mediator has a positive impact with a coefficient (α = 2.687) which is the lowest for decision quality variable. The Beta (β) value of 0.296 comes with an error probability value 0.000, which is lower than the

accepted significance level (0.05), implying an effect. It is also shown that (37.8%) of the variation in decision quality is due to communications as suggested by the R^2 value. Management by Walking around as a mediator in the interplay of communication and decision quality accounts for the additional 6% increase in the explained variance for decision quality.

The F-test value of 24.298 indicates that upward communication has a significant effect on the decision quality when management by Walking around is used as a mediator since the error probability value of 0.000 is less than the accepted significance level of 0.05. These results indicate the acceptance of the first sub hypothesis under the fourth primary hypothesis.

Testing the Second Sub-Hypothesis

The content of the second sub-hypothesis under the fourth main hypothesis states the following:" The use of management by walking around has a mediating effect on the relationship between downward communication and the decision quality."

From the Data shown in Table VII, the relationship of downward communication and decision quality with management by Walking around as a mediator is good considering that the communication has positive value from coefficient (α =2.678) which is the lowest score for the decision quality variable. Also, the Beta value ($\beta = 0.238$) has a p value (0.000) which is lesser than the standard of significance of (0.05) hence again this measure accounts for the positive result. The R^2 value also shows that (32.4%) of the variation in decision quality does result from downward communication, whereas the management by Walking around accounting as a mediating variable in the relation of communication and decision quality enhances this claim. Let us also recalculate the F test (F = 46.488), which also confirms the hypotheses. With these findings, it reveals that there is a positive effect of the downward communication on the decision quality with management by Walking around as a mediator. The probability level of error on the F test is (0.000), which is also below than standard set (0.05). These findings confirm the acceptance of the second sub-hypothesis under the fourth main hypothesis.

Testing the Third Sub-Hypothesis

The third sub-hypothesis of the fourth main hypothesis is: "There is a statistically significant impact of horizontal communication on the quality of the decision reached with management by Walking around as a mediating variable."

The data from Table VII sustains that horizontal communication and its impact on the decision-making process with management by Walking around as a mediating variable has some degree of associative influence. The communication measure has a coefficient ($\alpha = 2.724$), which is the lowest point for the decision quality variable. In this case, the Beta value ($\beta = 0.308$) is linked to an error probability value (0.000) which is less than (0.05) and hence, can be accepted. The R^2 value indicates that (46.2%) of horizontal communication's effect on decision quality can be accounted for Propounded with management by Walking around as a mediating variable explain this increase. The change from the previous model is (0.104) which is peculiar. F-test value (F = 38.864) has been qualified to indicate a positive conclusion without question about the impact of horizontal communication on decision quality with management by Walking around as a mediating variable as the error probability is even out of control at (0.000) and the accepted beneficial level is (0.05). These results reflect acceptance of the third sub-hypothesis of the fourth main hypothesis.

IX. Conclusion

1 It appears that communications from managers to employees play an effective role in improving the flow of information within the company. Additionally, modern communication technologies are effective in facilitating the flow of information within the company.

2 It was evident that the use of modern communication technologies has limited response from management to improve communication processes within the company. There is a decrease in the level of investment in advanced communication technologies and the capacity for training to use them effectively.

3 The ability to understand the information flowing from employees to management easily indicates a good level of internal communication and mutual understanding of goals and challenges. Furthermore, the smooth interaction between employees and management indicates a work environment that encourages the open exchange of ideas and information without obstacles.

4 The exchange of information and suggestions between employees within the company's divisions enhances the ability to create a work environment that encourages collaboration and integration between different departments and units. This exchange also suggests a participatory culture within the company, where employees are encouraged to contribute their ideas and opinions to improve the company's performance.

5 The difficulty employees face in communicating with senior management is due to a lack of institutional communication channels within the company. This has resulted in a weakness in internal communication structures and a lack of clarity regarding policies and procedures related to communication within the company.

6 It was found that smooth communication between employees at the same managerial level is essential to ensure the effective exchange of information and decision-making within the company. However, there are barriers in internal communications, which have

negatively affected work productivity and decision quality.

7 There was a noticeable decrease in employee involvement in decision-making processes, which indicated a low level of teamwork and interaction between management and employees. This led to feelings of frustration and disengagement, negatively impacting morale and overall performance in the company.

8 The results showed that administrative communications are more applied in the General Company for Electric Power Production in the Middle Region of Iraq than the variable decision quality.

9 There is an embodiment of the management by Walking around principle in the General Company for Electric Power Production in the Middle Region by some managerial leaders in the company. This is a positive aspect in support of the company's trends, although it does not yet meet the desired aspirations.

10 The effect of administrative communication, with its dimensions (upward communication, downward communication, horizontal communication), on the mediating variable management by Walking around was evident in the General Company for Electric Power Production in the Middle Region of Iraq. This confirms the second main hypothesis and its derived sub-hypotheses.

11 The independent variable of administrative communication and its dimensions (upward communication, downward communication, horizontal communication) had a positive effect on the dependent variable, decision quality, in the General Company for Electric Power Production in the Middle Region of Iraq. This confirmed the first main hypothesis and its derived sub-hypotheses.

12 There is an effect of the independent variable of administrative communication and its dimensions (upward communication, downward communication, horizontal communication) on the dependent variable, decision quality, in the General Company for Electric Power Production in the Middle Region of Iraq, through the mediation of the management by Walking around variable. This confirmed the third main hypothesis and its derived sub-hypotheses.

X. RECOMMENDATIONS

1 Enhancing Communication Culture: Encourage the opening of various communication channels between managers and employees and enhance interaction and information exchange effectively. The company should also invest in developing communication skills for both managers and employees by offering training courses and workshops aimed at enhancing their understanding of the importance of effective communication.

2 Updating Communication Technologies: Update the technologies used for internal communication to align with current requirements and technological advancements, allowing for greater opportunities to improve information flow and performance evaluation. Implement training programs and workshops for employees and administrators on the use of modern communication technologies and performance evaluation to ensure their effective use, thus improving decision quality and performance levels.

3 Promoting Management by Walking around: Strengthen the practices of management by Walking around among the managers at the General Company for Electric Power Production in the Middle Region, in a way that aligns with the company's aspirations.

4 Maintaining an Open Work Environment: Continue to foster an open work environment and encourage a culture of effective communication between employees and management. Develop internal communication systems to facilitate more effective information flow, including the use of modern communication technologies.

5 Encouraging Communication Activities: Support and encourage more communication activities within the company, such as regular team meetings and joint workshops, to promote interaction and integration among employees. Provide platforms for exchanging information and ideas, such as internal social media platforms or group emails, to encourage communication and motivate participation.

6 Enhancing Organizational Structures: Develop and enhance organizational structures to promote effective communication between employees and senior management, including creating direct and open communication channels. Provide training and workshops for employees on how to communicate with senior management and provide feedback and suggestions effectively and constructively.

7 Strengthening Peer-to-Peer Communication: Enhance communication between employees at the same managerial level by organizing regular exchange sessions and adopting a culture of teamwork. Promote transparency and openness in the work environment and encourage employees to share information and ideas without fear of criticism or punishment.

8 Promoting Open Communication and Participation: Foster a culture of open participation and communication within the company, encouraging employees to contribute to decision-making processes related to their work areas. Hold regular consultative

sessions between management and employees to discuss important issues and make decisions collectively.

9 Comprehensive Evaluation of Communication Processes: Conduct a comprehensive evaluation of the administrative communication process within the company to identify factors negatively affecting the implementation of the decision quality variable and improve them. Provide training and workshops to improve decision-making skills for managers and employees, focusing on developing their abilities to assess and analyze data.

10 Incorporating Management by Walking around into Company Philosophy: Ensure that the company's management and leadership adopt the principle of management by Walking around as part of the company's work philosophy, and incorporate this into its strategic directions.

11 Comprehensive Analysis of Administrative Communication Dimensions: Conduct comprehensive analyses of the dimensions of administrative communication within the company to understand the interactions between these dimensions and decision quality, and identify factors influencing these relationships. Enhance internal communication within the company by developing policies and procedures that promote upward communication, allowing employees to express their ideas and feedback effectively. Strengthen downward communication from senior management to employees by providing effective channels for transmitting information, instructions, and necessary support. Encourage horizontal communication between employees from different departments and roles by creating opportunities for collaboration and the exchange of information and experiences across departments.

12 Further Studies on the Relationship Between Communication Dimensions and Decision Quality: Conduct studies to analyze the depth of the relationship between the dimensions of administrative communication and decision quality, focusing on identifying the factors that influence the strength and nature of this relationship. Expand the research scope to explore practical applications of the results in other companies, contributing to a better understanding of how to improve decision quality by enhancing administrative communications.

REFERENCES

[1] Abbad, D. O., & Alshoraty, Y. I. (2020). The Degree of Management by Walking Around Practice and its Relation to Gender and Specialization at Private Schools in Amman. European Journal of Social Sciences, 59(1), pp. 85-90.

[2] Abraheem, M. K. (2023). The Moderating Effect of Environmental Uncertainty on the Relationship Between Strategic Intuition, Strategic Decision-Making, and Organizational Performance: An Exploratory Study. *International Academic Journal of Business Management*, *10*(1), 53–65. https://doi.org/10.9756/IAJBM/V10I1/IAJBM1005

[3] Ali, N. (2018). The role of administrative communication in improving job performance quality at Tartous University from the perspective of faculty members: A field study. *Journal of Arab Universities Union for Education and Psychology, 16*(2), 249-290.

[4] Al-Jubouri, N. A. B. (2022). The Role of Humble Leadership Behaviors in Restricting Organizational Silence: An Investigative Study of Faculty Members' Opinions in the College of Administration and Economics at Tikrit University. *International Academic Journal of Organizational Behavior and Human Resource Management*, *9*(2), 01–13. https://doi.org/10.9756/IAJOBHRM/V9I2/IAJOBHRM0904

[5] Al-Naimi, S. A. Q. (2008). *Management*. Dar Al-Yazouri Scientific Publishing and Distribution.

[6] Arce, P. C., Jerez, F. A. M. & Moran, J. (2021). Motivating through Managing by Walking Around. Working Paper, Arizona State University, Tempe, AZ.

[7] Asnawi, A., Awang, Z., Afthanorhan, A., Mohamad, M., & Karim, F. J. M. S. L. (2019). The influence of hospital image and service quality on patients' satisfaction and loyalty. *Management Science Letters*, *9*(6), 911-920. http://dx.doi.org/10.5267/j.msl.2019.2.011

[8] Balzac, S. R. (2014). *Organizational psychology for managers*. New York, NY: Springer. https://doi.org/10.1007/978-1-4614-8505-6

[9] Benowitz, E. A. (2001). Principles of Management, Hungry Minds. *Inc., New York*.

[10] Brinia, V., Selimi, P., Dimos, A., & Kondea, A. (2022). The impact of communication on the effectiveness of educational organizations. *Education Sciences*, *12*(3), 170. https://doi.org/10.3390/educsci12030170

[11] Daft, L. R., Kendrick, M., & Vershinina, N. (2010). *Management* (International ed.). South-Western.

[12] Ghasemaghaei, M., Hassanein, K., & Turel, O. (2017). Increasing firm agility through the use of data analytics: The role of fit. *Decision Support Systems*, *101*, 95–105.

[13] Helal, N., & Kroumi, S. (2022). The awareness of Algerian institutions officials of the importance of strategic thinking and its role in enhancing decision quality: Case study of the National Plumbing Company ALFET in Tiaret. *Journal of Knowledge Collections*, *8*(1), Algeria.

[14] Houari, H. (2021). The Impact of Applying the Dimensions of MBWA on Creative Behavior: Evidence from Administrators at Abdelhamid Mehri University Constantine-2. *Revue des sciences humaines de l'université Oum El Bouaghi*, *8*(2), 1377.

[15] Khyade, V. B., & Khyade, R. V. (2018). Strengthening Role of Information and Communication Technology in Global Society. *International Academic Journal of Accounting and Financial Management*, *5*(1), 105–112. https://doi.org/10.9756/IAJAFM/V5I1/1810011

[16] Kwon, A., Park, H., Hahn, H., Lee, I., & Kwon, T. (2018). Motivators of MBWA and communicational factors behind them: A case study on a Korean shipyard. *Journal of Open Innovation: Technology, Market, and Complexity*, *4*(3), 29. https://doi.org/10.3390/joitmc4030029

[17] Mansoorian, S. M. A., & Homayoun, M. R. (2015). An Investigation on Communication Strategies in English Classrooms. *International Academic Journal of Humanities*, *2*(2), 143–162.

[18] Mansour, H. (2000). *Effective communication: Its concepts, methods, and skills* (1st ed.). Dar Al-Ma'arifa for University Publishing.

[19] McShane, S. L., & Glinow, M. A. V. (2010). *Organizational behavior: Emerging knowledge and practice for the real world*. McGraw-Hill.

[20] Nurabadi, A. A., Nurabadi, A., Sucipto, S., & Gunawan, I. (2019, December). Informal supervision model "managing by walking about" in improving quality of learning. In *5th International Conference on Education and Technology (ICET 2019)* (pp. 10-12). Atlantis Press. https://doi.org/10.2991/icet-19.2019.3

[21] Serrat, O. (2017). *Knowledge solutions: Tools, methods, and approaches to drive organizational performance* (p. 1140). Springer Nature.

[22] Suresh, C., & Ramesh Babu, V. (2019). Scientometric Analysis of Vikalpa: The Journal for Decision Makers (2008-2017). *Indian Journal of Information Sources and Services*, *9*(S1), 5–11. https://doi.org/10.51983/ijiss.2019.9.S1.575

[23] Winarso, W. (2018). Organizational communication; a conceptual framework. *A Conceptual Framework (May 2, 2018)*. https://dx.doi.org/10.2139/ssrn.3171979

[24] Zaibel, H. H., Dahi, K. J., & Maktouf, N. A. (2022). The Impact of Knowledge Management in Developing Administrative Creativity through the Role of Mediator for Information Technology: An Exploratory Study of the Opinions of a Sample of Administrative Leaders and Teachers of the Oil Training Institute / Bas. *International Academic Journal of Social Sciences*, *9*(2), 183–193. https://doi.org/10.9756/IAJSS/V9I2/IAJSS0927

[25] Zhang, T., Wang, W. Y. C., & Pauleen, D. J. (2017). Big data investments in knowledge and non-knowledge intensive firms: what the market tells us. *Journal of Knowledge Management*, *21*(3), 623-639. https://doi.org/10.1108/JKM-12-2016-0522

[26] Zorlu, K., & Korkmaz, F. (2021). Management strategies to survive in a competitive environment: How to improve company performance. In H. Dincer & S. Yüksel (Eds.), *Management strategies to survive in a competitive environment* (pp. 45-58). Contributions to Management Science. https://doi.org/10.1007/978-3-030-72288-3_21