Article

The Impact of Administrative Communications in Enhancing The Effectiveness of Administrative Decisions Among Employees of The Iraqi Postal Sector, Yarmouk Branch, Baghdad Governorate - Iraq, an Applied Study

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Abstract: The research aimed to examine the importance of administrative communications in achieving the effectiveness of administrative decisions, while the study dealt with two dimensions (official communications - informal communications) in order to achieve the objectives of the study, as the study took employees of the Iraqi postal sector - Yarmouk branch - Baghdad - Iraq, as a sample of the study, while The study followed the descriptive analytical approach. The study tool consisted of a questionnaire distributed to a number of (22) employees of the Iraqi Post Office in Baghdad Governorate, Iraq. A number of (15) questionnaires were retrieved, of which (5) were invalid, while there were (10) questionnaires valid for application. The study, while the research followed the descriptive analytical method, was also based on a number of independent variables related to the personal characteristics of the study individuals, which are (gender, age, educational level, years of experience, job title, precise specialization), while the study concluded that there is a direct relationship between Official communications and the effectiveness of administrative decisions. That is, the more formal and informal communications there are, the more effective the organization's administrative decisions become.

Keywords: administrative communications, official communications, unofficial communications - administrative decisions, Iraqi Post

1. Introduction

In today's market economy, innovation contributes to the rapid development and The communications process is considered one of the most important administrative processes that institutions give great importance to, whether governmental, private, production, or even service. In addition, it is a vital, dynamic process represented in transferring and receiving information and understanding from one person to another, whether of a social, cultural, or even scientific nature. Therefore, administrative communications are considered an essential function for all administrative processes in achieving administrative effectiveness with high efficiency, as administrative communications contribute to providing appropriate information in difficult times, and in view of the importance of the subject of administrative communications, which has become a focus in the world of administration and work, while the study addresses the impact of administrative communications in achieving The effectiveness of administrative decisions in the Iraqi postal sector, in Baghdad, Iraq. Therefore, the problem of the study was a main question, which is:

1. Is there a relationship between official communications and the effectiveness of administrative decisions among employees of the Iraqi Postal Sector - Yarmouk Branch - Baghdad Governorate?

This question was divided into several sub-questions, including:

1. Is there a relationship between official communications and the effectiveness of administrative decisions among employees of the Iraqi Postal Sector - Yarmouk Branch - Baghdad Governorate?
2. Is there a relationship between informal communications and the effectiveness of administrative decisions among employees of the Iraqi Postal Sector - Yarmouk Branch - Baghdad Governorate?

Reasons for choosing to study:

This topic was addressed for several reasons, one of which was subjective and the other objective. The subjective reasons were as follows:

1. The desire to know the relationship between administrative communications and achieving the effectiveness of administrative decisions and their noticeable impact.
2. The desire to delve deeply into all aspects related to the subject of study, and try to apply it.
3. Knowing the extent of the positives that administrators obtain in applying administrative communications within the organization.

The objective reasons were as follows:

One of the most important objective reasons for choosing this study was that it is one of the branches related to my current study, as administrative communications has a definite positive impact as it is an integral part of all private or even governmental institutions of all kinds, whether they are service, commercial, etc.

Objectives of the study :

The study aims to identify the level of awareness of administrative communications, with their types, which are divided into official and informal communications among the employees of the Yarmouk Branch of the Iraqi Postal Sector, in addition to identifying the effectiveness of administrative decisions in the Iraqi Postal Sector, and the impact of this on keeping up with current challenges, while testing a sample of study individuals on Variables included in the questionnaire.

The importance of studying :

The importance of the research lies in the important role played by administrative communications in achieving the effectiveness of administrative decisions, and contributing to identifying the characteristics of administrative communications.

Study hypotheses:

In light of its problem and review of relevant studies, the study seeks to test the validity of the following main hypothesis:

There is a statistically significant relationship between administrative communications and the effectiveness of administrative decisions in the Iraqi postal sector, Yarmouk, Baghdad Governorate, which is represented in the following hypotheses:

1. There is a statistically significant relationship between official communications and the effectiveness of administrative decisions.
2. There is a statistically significant relationship between informal communications and the effectiveness of administrative decisions.

Study variables:

1. Dependent variable: effectiveness of administrative decisions.

2. Independent variable: administrative communications.
3. Demographic variables (age - gender - job - academic qualification - years of experience).

Figure No. (1) - The relationship between the study variables:
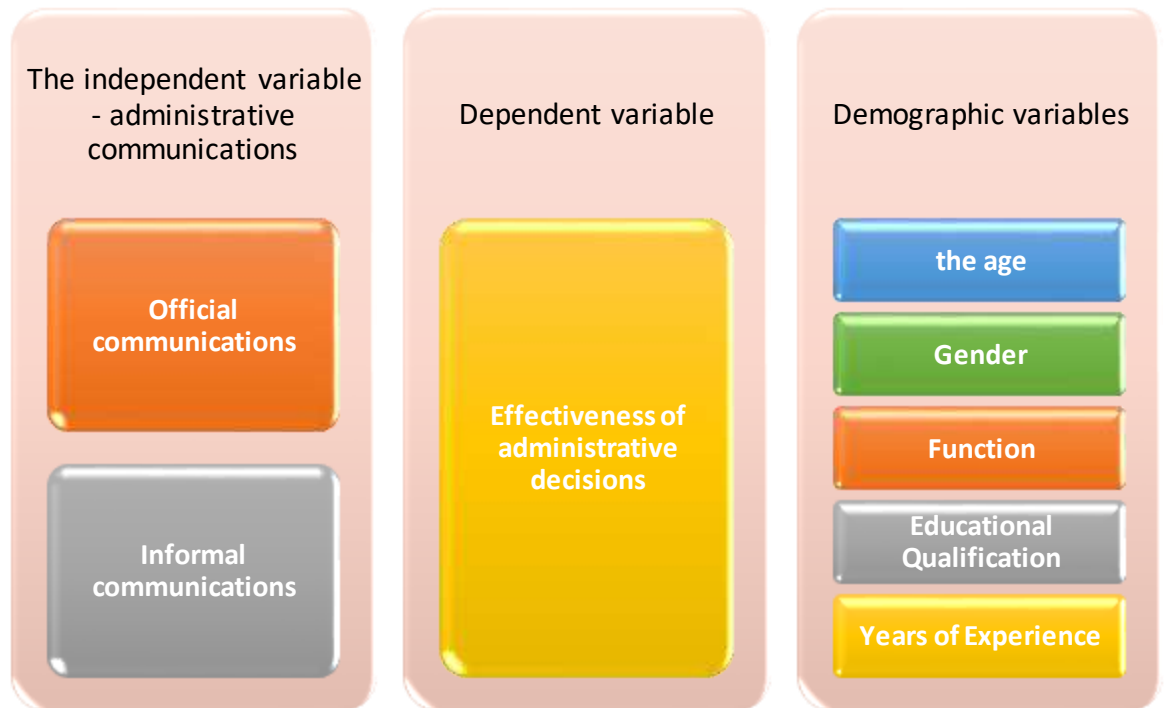
Through Figure No. (1), we notice that the independent variables represented in official and informal communications with the help of demographic variables had a direct impact on the dependent variable, which is the effectiveness of administrative decisions.

2. Materials and Methods

Study methodology:

The study methodology relies on a case study in order to evaluate the relationship between administrative communications and the effectiveness of administrative decisions in the Iraqi Post. The study also followed the descriptive analytical approach in order to determine the impact resulting from administrative communications within the sector.

The limits of the study :

Objectivity border :

Time limits: 2024-2025 AD

Spatial boundaries: Iraqi Postal Sector, Yarmouk, Baghdad Governorate.

Human limits: employees and workers working in the Iraqi postal sector.

Study sources:

The study sources were as follows:

1. Primary sources: represented by questionnaire, observation and interview.
2. Secondary sources: represented in references, books, reports, magazines, and websites.

Literature Review

Terminology of study :

1. Communication: It is the process of transferring information, skills, and attitudes from one person to another, or to a group of work individuals. It is an intellectual, emotional, and behavioral exchange between members of the organization, or an interaction between two parties that achieves sharing of experience between them (Bishri, Hanan, 2016, p. 5).
2. Administrative communication: It is a process through which ideas are exchanged and transferred between two parties, while information, feelings, and business knowledge are also transferred orally or using other means with the aim

of persuading others and influencing their attitudes and behaviors (Bilal, 2015, p. 335).

3. Formal Communications: Formal communications are communications that take place in accordance with approved procedures, laws, and protocols within the institution or organization. These communications are often between individuals in different administrative positions and include:

4. Official messages: include electronic messages, memorandums, and circulars issued by senior departments or official bodies within the organization. These messages are intended to convey important information and administrative decisions.

5. Official reports: They are prepared in accordance with the models and formalities approved within the organization, and provide formal evaluations and analyzes of the performance of specific projects, specific departments, financial results, and others.

6. Official meetings: They are held according to a specific schedule and with the participation of individuals with the necessary competence, and are used to discuss important administrative issues and make collective decisions.

Circulars and administrative orders: issued by senior management to employees to direct them regarding new policies, changes in procedures, or any other important instructions.

Official communications are considered a major tool for maintaining organization and direction within the organization, and contribute to achieving transparency and administrative efficiency.

1. Informal communications: Informal communications are communications that occur informally between members of the organization, and include:

2. Personal conversations: usually take place between colleagues during breaks or outside the formal office work environment.

3. Informal communications via e-mail: which take place between individuals directly without using an official signature.

4. Informal phone conversations: which may occur to discuss work-related matters in an informal manner.

5. Text messages and correspondence via social media: which can be less formal than other means.

Informal communications contribute to strengthening human ties and relationships between colleagues, and facilitate the exchange of ideas and information more freely and openly.

In short, formal communication takes place according to procedures and protocols adopted within the organization, while informal communication is freer and often takes place more personally outside the framework of formal procedures.

3. Results

The effectiveness of administrative decisions: Administrative decisions are considered among the basic processes in management, any organization. Rather, they are considered the heart and essence of management due to the place that the decision-making process occupies in the management of organizations. Also, understanding the administrative behavior of any organization is done through studying how decisions are made in that system and the decision-making process is considered Workforce efforts and activities.

Worker: He is the person who undertakes work through which he exerts intellectual or physical effort to produce a good, service, etc., in exchange for a wage.

Previous studies:

There are many studies that examined the subject of administrative communication, and in order to achieve the objectives of the study, these studies were divided into two groups:

The first group: studies related to administrative communications.

Nagieb Ali 2021 - 2022

Study Title	The impact of administrative communications on the effectiveness of administrative decision
The study sample	A case study in the Syrian Children's Villages Organization (SOS)
Purpose of the study	Knowing the impact of administrative communication practices on the effectiveness of administrative decisions in the Syrian Children's Villages Organization
Study Approach	Analytical descriptive
Study environment	Syrian children's villages
The most important results	The researcher believes that using downward, upward, and horizontal communication styles helps workers and management make administrative decisions effectively.

Ikhlas Abu Karaki-2022

Study Title	The impact of administrative communications in achieving the efficiency of administrative decisions
The study sample	Employees
Purpose of the study	Study the practice of a communication style by drafting some clear and concise messages that contain all the details necessary for a task.
Study Approach	Analytical descriptive
Study environment	Telecommunications Company in Jordan - Amman City
The most important results	The strategic success of business is the ability of management to possess knowledge, experience, and analyze ideas

Fawzi Saad Al-Badri, 2020

Study Title	Administrative communications and its impact on the effectiveness of administrative decisions
The study sample	A field study on educational institutions
Purpose of the study	Identifying administrative communications in achieving the effectiveness of administrative decisions among school principals in basic and secondary education.
Study Approach	Analytical descriptive
Study environment	Primary and secondary schools - Al-Abyar Municipality
The most important results	

Hazbar et al. 2019

Study Title	The impact of administrative communications in achieving efficient decisions in the hotel sector
The study sample	Employees
Purpose of the study	It aims to know the impact of administrative communications on workers in the hotel sector
Study Approach	Analytical descriptive
The most important results	The need for those in charge of hotel establishments to pay attention to administrative communications to increase the effectiveness of decisions

Muhammad Al-Anzi 2010

Study Title	The impact of administrative communications in achieving the effectiveness of administrative decisions
The study sample	Employees
Purpose of the study	Identifying the role of administrative communications in achieving effective administrative decisions in the Kuwaiti Ministry of Justice
Study Approach	Analytical descriptive
Study environment	Kuwaiti Ministry of Justice
The most important results	There is an impact of information characteristics in achieving the effectiveness of administrative decisions

Analysis of previous studies:

It has been shown from previous studies that they have addressed the subject of administrative communication and its relationship to administrative decisions through several different dimensions and definitions. Thus, we find that there is some similarity from the theoretical aspect of previous studies and the current study. It was agreed on the following:

In terms of dealing with the method, which is the "descriptive and analytical method."

In terms of the independent variable.

The difference between the current study and previous studies:

1. The current study has addressed other dimensions of the independent variable, which are represented in both (formal and informal communications).
2. It also dealt with the dependent variable (the effectiveness of administrative decisions), with differences in the study environment, spatial boundaries, and differences in results.
3. Theoretical framework
4. First: The concept of communication and the elements of the communication process
5. The concept of communication refers to the process or method by which ideas and information are transmitted between people within a specific social system that differs in size and in terms of the various relationships within it, meaning that this social system may be merely a typical bilateral relationship between two or more people, or a small group, or a society. Certain and even human society as a whole (Sultan, 2014, p. 35).

Organizational and administrative communications:

Organizational and administrative communications mean those means by which the organization, managers, or individuals working in the organization are used to provide information to other parties. These are means that primarily use the purposes and objectives of the organization and also make it easier for the managers and workers of the organization (Sultan, 2014, p. 36).

What distinguishes organizational and administrative communications is that they represent work systems, rules, guidelines, powers, responsibilities, models, and steps, and they are followed by responsible managers and workers to convey information about work, achievements, obstacles, and challenges. It is an inventory of the means of organizational and administrative communications.

Types of organizational and administrative communications:

There are many divisions into the types of organizational and administrative communication, including formal and informal:

1. Communications to transfer information from the organization or managers at work to workers within the organization, while aiming to implement specific orders or goals. On the other hand, communications from workers to managers regarding reporting any problems or completing work. Communication as a

concept is not calculated in terms of its origin over time periods. Very modern, early sociologists Charles Cooley and John Dew used it. Cooley described communication as the mechanism through which human relationships exist and mental symbols grow and develop by means of signaling these symbols across space and time, which include facial expressions, gestures, signals, and tones. Sound, words, printing, new steps, telegraph, telephone, and all measures that work quickly and efficiently to understand the dimensions of time and space. Communication in its entirety is based on symbolic forms derived from the culture with which the individual is associated or learned by operational experience. The child learns a specific word and it is associated in his mind with a specific meaning.

Elements of the communication process:

Among the theoretical framework described by Coleman and Marshall, where he talked about the concept of communication as a process with five elements through which possible effectiveness is determined (Bilal, 2015, p. 36):

1. The person or group calling for sending the message. Such a person or group is called the concept of the communicator.
2. The content or substance of the message.
3. The future or what is related to it.
4. The means used for sending or transporting.
5. The response reflected by this future.

The researcher believes that communication may end or become useless if any of the aforementioned elements are missing.

1. The importance of communication and its development:

Since the beginning of creation, humanity has gone through very important stages of development. The means of communication have developed. Communication began from sign language to the era of spoken and written language until it reached writing before man discovered printing and entered the stage of what is called the era of mass communication, starting from the paper press to the means of communication. Audio and visual communication, which man discovered at the beginning of the last century, while discoveries continued from cinema to communications devices in preparation for his latest findings. In light of this, we can trace the stage of communication until what he achieved (Hijab, 2010, p. 14).

The first stage: the era of signs :

The era of signs and signs refers to a historical period in which communication was primarily based on the use of signs and signs to communicate between individuals or groups. This type of communication was used before the advent of advanced written and spoken language as we know it today.

The main features of the era of signs:

Unspoken exchange:

In this era, symbols and visual signals were used to communicate. For example, people used physical signs, symbols engraved or painted on walls or objects, and natural symbols such as stones or trees arranged in a certain way.

Limited expression:

Due to the few symbols and signs available, the possibility of expression was relatively limited. Symbols were mainly used to exchange basic information such as locations, plans, or indications of risks or opportunities.

Relying on memory and practice:

Individuals learned and mastered the use of symbols and signs through experience and practice. There was no uniform system of symbols, but rather varied between groups and cultures.

Gradual development:

As civilizations advanced, spoken and written languages began to develop and spread, leading to the decline of the use of visual signs as the main means of communication.

Examples of the era of signs:

Petroglyphs: These represent drawings and visual signs found on rock walls in different regions of the world, dating back thousands of years.

Physical Signs and Movements: People used hand and body movements to communicate, much like the signs that travelers and explorers used to communicate with local people in uninhabited areas.

Natural symbols: such as arranging stones or trees to send specific messages or signals, were used for communication in some ancient cultures.

The era of signs and signs was an important stage in the development of the history of human communication, and played an essential role in the development of ancient cultures and societies before the emergence of spoken and written language as the main means of communication and documentation.

The second stage: the era of verbal communication

During this stage, man moved from the Stone Age to the era of residence and stability in groups whose numbers increased with the days, and in which they invented a language for themselves for spoken speech. Then man moved to practice the craft of fishing, agriculture, and animal husbandry. Then sieges continued in their form around the rivers and seas, and during that stage the use of Man was the first person to broadcast news in history by calling out, then he came up with the phenomenon of transmitting news using the style of novels and poetry, and then transmitting the news from one person to another.

The third stage: the writing stage.

As man was able to create symbols and expressive drawings for pictorial writing, this appeared on the walls of temples, and then he moved to spoken writing and added symbols and expressive drawings to it. Thus, the first types of alphabets were created, including Mamari, Sumerian, and hieroglyphics. Historians have divided writing into two stages:

Writing based on pronunciation.

Writing the alphabet.

During the first stage, a new dawn of facial communication between humans appeared, as messengers and runners on the backs of horses and animals began to be used to transmit messages by carrier pigeons.

The fourth stage:

This stage represents a huge revolution in the world of communication, which came after the Industrial Revolution, and it highlighted the achievements that man has preserved in the field of communication. The Chinese knew printing or copying using engraved wooden boards about 1600 years before Christ. This method was transmitted to Europe in the fourteenth century by Dutch navigators until Gutenberg was able to discover metal letters in the fifteenth century, and in light of this, means of communication developed, as books and the paper press spread.

The fifth stage: the era of mass communication

This era began at the beginning of the nineteenth century through the tremendous progress in the field of journalism, then came the stage of satellites, technology, radio, and television devices, with all its stages and development that came after the discovery of electricity, and the telephone was invented, and the means developed until they reached the fax and the mobile phone. Satellite broadcasting, electronic journalism,,,, etc.

The sixth stage: the interactive communication stage

During the second half of the last century, mankind discovered the electronic computer, radar, digital computers, and amazing satellites.

After going through all of the above steps in the development of the stages of communication in different eras, and enumerating those means related to communication,

we see that communication is of great importance to humans in achieving their goals, and therefore it is an integral part of any establishment or institution, and therefore there was great importance for administrative communications. Its functions can be listed as follows:

Administrative communication constitutes an essential element in managing institutions and achieving their goals effectively. Its main goal is to facilitate the flow of information within and outside the organization, and to ensure that it is exchanged in an accurate and efficient manner between the various members of the organization and external stakeholders. Administrative communication is considered a vital tool for achieving transparency and understanding, and contributes to building a work environment that enhances productivity and job satisfaction.

In its basic context, management communication helps convey administrative policies and procedures from senior leadership to departments and teams within an organization, ensuring their consistent and effective implementation (Robbins & Judge, 2020). For example, managers channel the organization's strategic vision and goals via managerial communication, promoting the effective focus and direction of organizational efforts.

In addition, administrative communication contributes to building and strengthening relationships between various departments and employees within the organization, and this enhances cooperation and integration between individuals in order to achieve common goals (French, Rayners & Rees, 2021). For example, administrative communication is used to organize meetings and workshops that promote positive interaction and enhance team spirit within working teams.

Also, administrative communication plays an important role in managing crises and challenges within the organization, as it is the link between management and employees in emergency situations, and contributes to transferring vital information and making quick and effective decisions (Kinicki & Williams, 2023). For example, administrative communication is used in emergency directives and strategic plans to deal with crises such as natural disasters or economic crises.

Externally, managerial communication strengthens relationships with business partners, customers, and external audiences, contributing to building a positive image of the organization and attracting new opportunities for growth and expansion (Argenti, 2020). For example, management communication is used in organizing public relations events and marketing campaigns that help enhance the organization's positive presence in the market.

In addition, administrative communication contributes to strengthening organizational culture and disseminating values and principles that reflect the organization's identity and future directions (Shockley-Zalabak, 2024). For example, management communication is used to launch awareness campaigns and training that enhance employees' commitment to the organization's values and ethical standards.

Objectives of administrative communication:

The objectives of administrative communication constitute an essential part of the management strategies of institutions and organizations, as they seek to achieve several important objectives that contribute to business success and strengthen internal and external relations. Management communication is a vital tool that helps in:

It contributes to directing leadership and implementing institutional policies and strategies effectively, as it conveys the vision and strategic objectives of the institution to all administrative and functional levels (Robbins & Judge, 2020), and administrative communication enhances effective communication between departments and teams within the institution, which contributes to enhancing cooperation and coordination between them to achieve goals. Shared (French, Rayner & Rees, 2021), and administrative communication contributes to building and strengthening trust between management and employees, and between the organization and its external partners, which leads to improving the organizational climate and increasing the satisfaction of all parties (Kinicki

& Williams, 2023). In addition, Administrative communication works to simplify and clarify procedures and policies within the organization, which contributes to improving work efficiency and reducing resort to speculation and rumors (Grunig & Grunig, 2022).

Moreover, managerial communication plays an important role in managing crises and changes within an organization, as it contributes to quickly and effectively conveying information and directing the appropriate response to emergency situations (DiSanza & Legge, 2021). Also, administrative communication contributes to enhancing the organization's media reputation, by building positive relationships with the public and the media, and spreading positive messages about the organization's positive activities and initiatives (Argenti, 2020). Hence, administrative communication is an essential part of enhancing organizational culture and disseminating values and principles. Which represents the identity and spirit of the organization to all members (Shockley-Zalabak, 2024). In addition, managerial communication contributes to improving performance management and evaluation, by providing constructive feedback and clear guidance to employees about their performance and ongoing development (Barrett & Bendersky, 2023). Therefore, administrative communication enhances the organization's ability to adapt to external challenges and changes, through effective communication with business partners and interested parties to achieve coordination and cooperation in the changing business environment (Van Riel & Fombrun, 2021).

Types of communications:

Formal communication is one of the basics in the modern work environment, as it is defined as the formal exchange of information within the organization in accordance with approved procedures and protocols. Formal communication includes all methods that are used to transmit information between departments and individuals in an organizational structure in a reliable and orderly manner, which helps in achieving coordination and efficiency within an organization (Robbins & Judge, 2020).

The subtypes of formal communication include:

Official meetings: These are meetings that are held according to a specific schedule and with the participation of members from various departments and administrative levels, to discuss important issues and make decisions.

Official messages: These include electronic messages, written memos, and reports, which convey important information and administrative decisions officially within the organization.

Official announcements: These include announcements issued by the organization's management to inform employees of important events, such as changes in policies or procedures.

As for informal communication, it is defined as informal interaction and communication within the organization, and is often spontaneous and not clearly approved by the organizational structure. Informal communication includes many types that reflect the social culture and interpersonal relationships within an organization (French, Rayners & Rees, 2021).

Subtypes of informal communication include:

Personal conversations: These include informal discussions and conversations between colleagues in the workplace, which may address personal or informal matters.

Internal social media: It includes the use of social networks within the organization to interact and exchange ideas and opinions among employees.

Rumors and unconfirmed news: This is information that spreads among employees without official confirmation, and may be true or incorrect, which may affect the work environment.

Second: Downward communications: These are the communications that flow from the top of the organization to the bottom and aim to convey orders, instructions, directives, and decisions. They usually take place in many familiar forms of

communication, such as memorandums, circulars, publications, and group meetings, and often the opposite is critical in this type of communication.

Upward communications: These are communications issued by employees to employees, which include changing plans and explaining obstacles and difficulties in implementation, performance, and achieving these communications and the required goals, unless the employees feel that there is a certain degree of trust between them and the employee.

Second - Horizontal communications: These are lateral communications that take place between individuals and groups at optimistic levels. This type of communication enhances cooperative relations between different administrative levels, especially if it focuses on coordinating work and exchanging information.

Third: Corresponding or pivotal communications:

It is the communication between managers and the work group in departments that are not affiliated with them organizationally, and this type of communication is achieved in organizational charts.

Informal communications: Some research on informal communications and its importance in decision-making described this research as saying that decentralized organization is more effective in solving complex problems, but these studies showed several patterns:

The first style: the shape of the wheel. This style allows one dimension in the axis, the president, or the supervisor, to be transmitted to the other members of the group. In this mode, the group members cannot communicate directly except with the president, that is, communication takes place between them. This method makes the decision-making authority concentrated in the hands of the president. Or the employee.

The second type: The circle shape. This pattern has each member linked to two members, meaning that each individual can communicate directly with two other people, and can communicate with the rest of the group members through one of the individuals with whom he has direct contact.

Second: Making administrative decisions:

The process of making administrative decisions is considered one of the processes that determine the extent of the ability and efficiency of management regarding the performance of employees. The word decision here means (an undesirable situation or problem) and is intended to be liquidated or to find a solution to it. That is, it means a choice based on the objectivity of the specific response from a set of different ideas and data according to the An accurate and effective information system to make rational decisions (Mohamed Al-Fateh, 2014, p. 127).

Herbert Simon believes that the decision-making process is synonymous with the administrative process itself, or is management, and he defines it by saying that decision-making is the heart of performance, that it should be continuous from the logic and psychology of human choice. Despite this, behavioral scientists have studied and presented many factors within the organization that affect the decision-making process.

Types of decisions: Decisions can be classified into a number of homogeneous groups according to the rule used in the classification, and two basic rules can be chosen: routine and non-routine decisions and other decisions according to the available data (Al-Sultan, 2006, p. 35).

Routine decisions and non-routine decisions

Routine decisions are those that are made regularly and without much thought, and are usually based on a specific context or specific actions such as:

Daily decisions in personal life: such as choosing your daily clothes or meals.

Daily administrative decisions: such as organizing the work schedule and assigning daily tasks to the team.

Daily financial decisions: such as managing a personal or company budget, and making daily purchasing decisions.

In contrast, non-routine decisions are those that require greater thought and appreciation of potential consequences, and are usually more impactful and include:

Strategic decisions: such as determining the company's long-term directions, or developing new strategies for the market.

Technological decisions: such as choosing a new information management system or developing new technologies.

Major personal decisions: such as changing the course of your career, or making decisions whose impact extends over a long period.

Decision-making processes differ in both routine and non-routine types, with the latter requiring in-depth evaluation and sometimes consultation with specialists or work teams to make the optimal decision.

Patterns of administrative decision making:

There is a noticeable difference in decision-making styles among managers, which reflects the difference between them in how they perceive, understand, and organize their knowledge about the organization and the environment. According to one contemporary study, the styles of decision-makers in the organization are classified through the following (Abed, 2004, p. 159):

Decisive: It is a description of that manager who relies on the minimum amount of information to force a decision to be reached. He is concerned with speed, results, action, and action while neglecting incoming reports and data.

Hierarchical: The manager here examines and studies a large group of information before arriving at the best solution. He stipulates completeness, accuracy, and comprehensiveness, and thus the brief reports are seen as insufficient for decision-making.

The integrator: He is the manager who uses wide and diverse information to generate many possible solutions at the same time. He continues to make adjustments in the organization and rejects summary reports, preferring designed studies that represent and encompass multiple points of view.

Decision making elements:

There are five elements for making administrative decisions that can be summarized as follows (Makawi, 2010, p. 325):

1. Identifying the problem or goal: This element requires accurately defining and understanding the current situation, and clearly identifying the potential problem or goal to be achieved. This includes gathering the necessary information and carefully analyzing the current situation to identify weaknesses and opportunities.

2. Collecting information and data: This element consists of collecting the necessary information and data that help in understanding the current situation in a deeper way and clarifying the available options. This includes collecting quantitative and qualitative data and information from various sources.

3. Evaluating the available options: After collecting information, the available options must be evaluated to solve the problem or achieve the goal. This element includes analyzing the advantages and disadvantages of each option, and evaluating the potential consequences of each option.

4. Decision making: This element involves choosing the optimal option based on the analysis and evaluation conducted in the previous steps. This includes making a decision based on available data and logical estimation.

5. Implementation and follow-up of results: This element includes implementing the decision that was taken effectively and effectively, and following up on the results to ensure that the desired goals are achieved. Adjustments can also be made if necessary based on available developments and results.

Using these elements, individuals and organizations can make informed and institutional decisions based on analysis and data, which increases the effectiveness of decisions and desired results.

Approaches to making collective decisions:

There are many approaches to collective decision-making, and they differ among themselves in terms of the degree of their influence on final decision-making. The most important of these stages are the following (Al-Sultan, 2006, p. 69):

That the group members provide advice to the director, who makes the decision.

Collective majority approval of the decision. In this approach, the majority must agree on the collective decision, and the unanimity of all individuals is not required to accept the decision.

Some common mistakes in decision making:

Fear of making a decision: Managers usually stay away from making decisions that result in many changes in the organization, and whose results are also uncertain.

Postponing the decision until the last minute: If the decision makers have ample time, meaning there is no rush in making the decision, then it becomes a big mistake to postpone it.

Difficulties in the process of making and making decisions:

Lack of clarity in policies and goals that are difficult to define or formulate. For example, it is difficult for workers and employees to understand and achieve the desired results.

Lack of timely availability of the required information about the problem to be addressed due to the difficulty of the volume of information, its classification, and its retrieval.

Officials are preoccupied with secondary matters, following up on every small and large matter, and not paying due attention to essential matters.

Some decision makers do not care about the spirit of initiative and innovation.

Advantages of participating in decision making:

Participation in making administrative decisions has several important advantages, including the following:

Enhanced Transparency and Trust: When individuals participate in the decision-making process, transparency is enhanced and the level of trust between management and employees increases, as it is perceived that decisions are made fairly and through a democratic process.

Benefit from diverse experiences: Participation allows employees to provide diverse perspectives and experiences, which leads to better analysis of the problem or situation and selection of the most effective solutions.

Improving decisions: By using multiple and diverse inputs, the quality of decisions made is improved, as options can be evaluated more comprehensively and in detail before a final decision is made.

Commitment to decisions: Participation increases the level of commitment to the decisions made, as participants feel part of the making process and are therefore more likely to support the decisions and implement them effectively.

Enhancing team spirit and belonging: The feeling of participation contributes to building team spirit and belonging to the organization, as employees feel the importance of their presence and that their opinions are respected and taken care of.

Promoting innovation and creativity: Participation can open doors to innovation and creativity, as employees are encouraged to come up with new and innovative ideas to solve problems and develop processes.

Disadvantages of group decision:

Although group decisions may be beneficial in many cases, they may have some drawbacks or challenges that managers should be aware of. Here are some common disadvantages of group decisions:

Delaying the decision-making process: Making a decision through a group process may take longer than making it individually, due to the need for negotiation and consensus among members.

Complexity of management: Group decisions can be difficult to manage due to disparities in opinions and attitudes among individuals, requiring conflict management and effective communication skills.

Weak decisions: The referendum process may lead to weak or ineffective decisions, especially if sacrifices are made in order to agree on a single decision.

Sacrificing creativity and innovation: It may sometimes happen that creativity and innovation are sacrificed in favor of group consensus, as individuals may avoid presenting different ideas for fear of rejection.

Risks of postponement: Seeking consensus may lead to postponing important decisions, especially if consensus is not reached quickly on the optimal solution.

Balance of power: Sometimes, the presence of balanced forces between individuals may cause the decision-making process to falter, as one party is unable to control the process effectively.

4. Discussion

The Applied framework of the study

Field study procedures:

The study covers the study population and sample, the statistical methods used, in addition to evaluating the study tool as follows:

The study tool is the means used by researchers to collect the necessary information about the phenomenon that is the subject of the study. There are many tools used in the field of scientific research to obtain the necessary information and data. The study adopted the questionnaire as a tool for collecting information from the study sample.

The first part: is concerned with personal data, including gender, age, educational level, job title, and precise specialization.

The second part: contains questions related to the basic data of the study, which aims to test the research hypotheses and find out the relationship between the variables of these hypotheses.

Research procedures (research population and sample):

The study population means the total group of elements to which the researchers seek to generalize the results related to the studied problem. The study population is represented by employees, workers, and the total study population (22), where the researcher distributed (18) questionnaires to the targets, and (15) individuals responded to Among them, there were (5) incomplete questionnaires, and (10) were valid for collecting study information. This percentage leads to accepting the results of the study and thus circulating them to the study population.

Validity and reliability of the initial study tool:

To verify the validity and reliability of the study tool, the Cronbach coefficient was used for all hypotheses included in the questionnaire statements. The following is a table to illustrate the results of the procedure:

Table No. (1): Shows the reliability and validity of the two hypotheses

Statement	Consistency	Statement true
Phrases 15	0.701	0.845
Hypotheses 2	0.798	0.798

Source: Questionnaire data, prepared by the researcher, 2024

It is clear from Table No. (1) that the questionnaire data for its samples reached 0.701, i.e. 70%, while the reliability of the study hypotheses reached 0.798, i.e. a rate of 79%. This means that the scale gives the same results if it is used more than once under similar conditions, and the validity of the study statements. 0.845 and for the study hypotheses 0.813, which means the validity of the questionnaire for measurement.

Data analysis method:

To achieve the research objectives and analyze the data collected, many appropriate statistical methods were used using the Statistical Package for the Social Sciences, which is symbolized by the symbol (SPSS).

The following are the statistical standards on which the study relied:

First: The data was coded and entered into the computer to find the correct arithmetic averages. A weight was given to each answer as follows: No. (5) strongly agree - No. (4) agree - No. (3) neutral - No. (2) I disagree - No. 1) Strongly reject), in order to determine the length of the cells of the five-point scale (lower and upper limits), used in the research axes. The range was calculated (5-1=4). The range was divided by the sum (5), to obtain the scale, i.e.:

4/5 = 0.80. After that, this value is added to the lowest value in the scale, which is the correct one, in order to determine the upper limit of this cell. Thus, the arithmetic averages become according to the following formula:

1. From 4.21 to 5.00 represents (strongly agree).
2. From 3.41 to 4.20 represents (I agree).
3. From 2.61 to 3.40 represents (neutral).
4. From 1.81 to 2.60 represents (I disagree).
5. From 1 to 1.80 represents (strongly disagree).

Second: Frequencies and percentages were calculated to identify the personal characteristics of the study items and determine the responses of its individuals to the statements of the main themes included in the study tool.

Third: The arithmetic mean and standard deviation were calculated to determine the ranking of the statements according to the highest arithmetic mean.

Fourth: The Cronbach's alpha coefficient was calculated to determine the validity and reliability of the study.

Fifth: A simple linear regression coefficient was calculated to determine the relationship and effect between the variables.

Second: Analysis of personal data (primary data):

The study is based on a number of independent variables related to the personal characteristics of the study individuals, which are (gender, age, educational level, years of experience, job title, and precise specialization). In light of these variables, the characteristics of the study individuals can be determined as follows:

Table 2. Shows the distribution of variables by type

Gender	Repetition	Percentage
Male	9	90%
Female	1	10%
Total		100%

Source: Questionnaire data, prepared by the researcher, 2024

It is clear from Table No. (2) that 90% of the total study population are males, who are the largest group in the study, while only 1 is represented by females. This indicates that the percentage of males is higher due to the nature of work in the Yarmouk branch of the Iraqi Post Office in Baghdad Governorate.

Table 3. Shows the distribution of study individuals by age.

Age	Repetition	Percentage
30 to 40 years	4	40%
40 years and more	6	60%
Total	10	100%

Source: Questionnaire - prepared by the researcher, 2024

It is clear from Table No. (3) that 60% of the total study population are between forty years and older, and they are the largest group, while 40% represent ages ranging between 30 to 40 years, and this indicates the most experienced category among the sample members. the study.

Table 4. Shows the distribution of sample members according to educational level

Educational level	Repetition	Percentage
University education	8	80%
Postgraduate education	2	20%
Total	10	100%

Source: Questionnaire - prepared by the researcher, 2024

It is clear from Table No. (4) that the majority of the study members hold a university degree, as their number reached (8) from the study sample, representing 80%, while 20% of them hold post-university degrees, which indicates that the qualification rate within the Iraqi Postal Branch Good.

Table 5. Shows the distribution of study members according to years of experience

Number of years of experience in current work	Repetition	Percentage
Less than years	1	10%
5 years and less than 10 years	2	20%
10 years and more	7	70%
Total	10	100%

Source: Questionnaire - prepared by the researcher, 2024

Table No. (5) shows that about 46% of the total study population have experience ranging from 10 years or more, and they are the largest group in the study, while 41% of the study sample is from 5 to 10 years, while 14% have experience less than Five years, and this indicates the degree of credibility of the study.

Table 6. Shows the distribution of study individuals according to job title

Branch Manager	1	10%
Head of the Department	2	20%
accountant	3	30%
Financial auditor	1	10%
Another	3	30%
Total	10	100%

Source: Questionnaire - prepared by the researcher, 2024

It is clear from Table No. (6) that 30% of the study's members are in the category of (accountants), 20% are in the category of (department head), and one is in the category of (branch manager - auditor). This indicates that the post office branch is accredited in its work in a regular manner. It is larger in the category of accountants due to the nature of work within the postal branch.

Table 7. Shows the distribution of sample members according to specific specialty

Specialization	Repetition	Percentage
Banks	1	10%
business management	2	20%
accountant	4	40%
Economy	1	10%
Another	2	20%

		Total	10	100%

Source: Questionnaire - prepared by the researcher, 2024

It is clear from Table No. (7) that 40% are majoring in accountants, and 20% are majoring in (business administration), and one single major is in (economics). This indicates that the postal branch is largely dependent on different majors in its work.

Third: Basic data (arithmetic averages and standard deviations for samples):

The main goal of this study is to test the research hypotheses in order to achieve the goal of the study sample members in the Iraqi Postal Branch - Yarmouk - Baghdad Governorate.

The first section: data for the independent variable (administrative communications)

Table 8. Shows the arithmetic means and standard deviations for the official communications dimension

Phrase number	Paragraphs	Standard average	standard deviation	Order of paragraph importance	Degree of applicability
5	The organization's management uses official communications on a regular basis	3.54	0.777	1	High
3	The absence of official communications in the organization affects the quality of work.	3.46	0.754	2	High
2	Official communications in the organization play a major role in getting the work done.	3.33	0.845	3	High
4	communications have become one of the regulations and decisions that the organization relies on to achieve its goals	3.25	0.654	4	Medium
1	Official communications in the organization lead to the development of administrative decisions	3.14	0.478	5	Medium
Overall performance		1.00	0.658		Medium

Source: Questionnaire - prepared by the researcher, 2024

From Table No. (8), it is clear that the level of official communications was high and moderate, as its arithmetic averages ranged between (3.54-3.14) compared to the general arithmetic average for the official communications dimension of (3.19), while its standard deviation ranged between (0.845-0.478). Compared to the general deviation of the level of official communications of (0.657), which indicates that the dispersion between the answers of the sample members was relatively small, meaning that the sample members were in agreement on most of the paragraphs, Paragraph No. (5) came, which states that (the organization's management uses official communications Periodically) ranked first with an arithmetic mean of (3.54) and a standard deviation of (0.777) compared to the general arithmetic mean and general standard deviation, while Paragraph No. (1), which states (official communications in the institution leads to the development of administrative decisions) ranked last. With an arithmetic mean of (3.14) and a standard deviation of (0.478).

Table 9. shows the arithmetic means and standard deviations for the informal communication dimension

Phrase number	Paragraphs	Standard average	standard deviation	Order of paragraph importance	Degree of applicability
3	The spread of rumors and false information, which has negative effects on administrative decisions	3.99	0.859	1	Very High
4	Informal communication is spontaneous and expresses problems and issues related to administrative decision.	3.81	0.568	2	Very High
2	Informal communications indirectly influence administrative decisions.	3.50	0.574	3	High
5	There are factors and motives that make members of the organization work together in an informal manner.	3.25	0.854	4	Medium
1	Informal communications are not flexible and do not develop appropriately to the circumstances of the organization.	3.23	0.456	5	Medium
	Performance as a whole	3.57	0.857		High

Source: Questionnaire - prepared by the researcher, 2024

From Table No. (9), it is clear that the level of informal communications is very high + moderate, as the averages ranged between (3.99-3.23) compared to the general arithmetic average of the informal communications dimension of (3.57), while its standard deviation ranged between (0.859 - 0.456) compared to the general deviation of the level of informal communications of (0.857), which indicates that the dispersion among the sample members was relatively small, meaning that the sample members agreed on most of the paragraphs of the study tool. Paragraph No. (3) came, which states that (the spread of rumors Wrong information (which leaves negative effects on administrative decisions) ranked first with an arithmetic mean (3.99) and a standard deviation (0.859) compared to the arithmetic mean and the general standard deviation, while Paragraph No. (1) stipulated that (informal communications does not have flexibility and does not develop) appropriate to the circumstances of the institution) ranked last with a mean (3.23) and standard deviation (0.456).

Section Two: Data on the dependent variable (effectiveness of administrative decisions) as follows:

Table 10. Shows the arithmetic means and standard deviations for the dimension of effectiveness of administrative decisions

Phrase number	Paragraphs	Standard average	standard deviation	Order of paragraph importance	Degree of applicability

3	Administrative decisions help solve a group of administrative problems in the organization.	4.42	0.956	1	Very High
4	The institution has administrative decisions related to official communication within the institution.	4.11	0.784	2	Very High
2	The effectiveness of administrative decisions improves official communications within the organization.	0.66	0.658	3	Very High
5	The role played by administrative communications in achieving the effectiveness of administrative decisions represents an effective role in the organization.	3.54	0.756	4	High
1	Is there a relationship between administrative communication and administrative decision-making?	3.41	0.854	5	High
	Performance as a whole	3.67	0.789		High

Source: Questionnaire data, prepared by the researcher 2024

From Table No. (10), it is clear that the level of effectiveness of administrative decisions is very high with an arithmetic mean percentage (4.42-3.41) compared to the dimension of effectiveness of administrative decisions of (3.67) with a standard deviation (0.956-0.658) compared to the general deviation of the level of effectiveness of decisions (0.789), which It indicates that the dispersion between the answers of the sample members was relatively small, meaning that the sample members agreed on most of the paragraphs of the study. Paragraph No. (4) (Administrative decisions help in solving a group of administrative problems in the institution) came in first place with an arithmetic mean (4.42) and a standard deviation. It reached (0.956) compared to the arithmetic mean and the general deviation, while Paragraph No. (1), which states (There is a relationship between administrative communications and administrative decision-making), ranked last with an arithmetic mean (3.41) and a standard deviation (0.854) compared to the arithmetic mean and standard deviation. General.

Fourth: Testing the study hypotheses:

In this aspect, the researcher will test the study hypotheses as follows:

Testing the first hypothesis:

Which states: (There is a statistically significant relationship between official communications and the effectiveness of administrative decisions), and to test this hypothesis, statistical methods for simple linear regression analysis were mainly used among employees of the Iraqi Postal Branch - Yarmouk - Baghdad Governorate.

Table 11. shows the results of simple linear regression for the first hypothesis.
(Sample size: 10)

Independent variable	Regression coefficient (beta value)	Calculated significance level T	Moral SIG	Order of paragraph importance

| Official communications | Administrative decisions help solve a group of administrative problems in the organization. | 0.254 | 0.285 | 0.000 |

Statistical indicators

Constant	3.524
Correlation coefficient R	0.526
Coefficient of determination R2	0.527
Error of the Estamate	1.897
Adujsted R2	0.410
F Change	21.005
Sig F Change	0.000

Source: Questionnaire data, prepared by the researcher 2024

To test this hypothesis and based on what was stated in Table (11) above, the results showed the existence of a statistical relationship with a positive impact (beta coefficient 0.254) on official communications, where the significance level (0.000) was smaller than the approved significance level (0.05), and from Table (12). The one-way analysis of variance for the first hypothesis can clarify the extent of the relationship between official communications and the effectiveness of administrative decisions.

Table 12. One-way analysis of variance for the first hypothesis

Independent variable	sources	Sum of squares	DFT	Mean squares	Calculated F value	Significance level
Official communications	Regression	8.000	1	7.547	21.005	0.001
		2.540	22	0.456		
	Total	10.540	23			

Source: Questionnaire data, prepared by the researcher 2024

From Tables (11) and (12) for the analysis of variance, it is clear that the significant value Sig is 0.000, which is less than 0.05, the level adopted in this study, and the value of F is (21.005). Therefore, the significance of the model is acceptable in the presence of a statistical relationship with a positive effect for the independent variable, which is communications. The official analysis on the dependent variable on the effectiveness of administrative decisions, and the value of the correlation coefficient (R) reached (0.546), meaning that it is moderately related to the effectiveness of administrative decisions. However, through the coefficient of determination (R2), which reached (0.527), meaning that the independent variable affects by (53%) the dependent variable, and to test the significance of the coefficient of determination (R2), through which the percentage of variance explained by official communications is inferred, the independent variable in the equation Regression uses a one-way analysis of variance shown in Table No. (12), which shows that the value of the level of statistical significance is (0.001), which is smaller than (0.05), and therefore the result is significant, meaning that the dimensions of the two formal communications, the independent variable, largely explains the variance in the dependent variable, so it can be Relying on it to influence the dependent variable, and arriving at the conclusion of the simple linear regression analysis, which is represented by the equation predicting the value of the dependent variable "Effectiveness of Administrative Decisions," which is as follows:

Effectiveness of administrative decisions = 3.254 + 0.254 Official communications

Therefore, the first hypothesis is accepted, which states: There is a statistically significant relationship between official communications and the effectiveness of administrative decisions among employees of the Iraqi Postal Branch - Yarmouk.

Testing the second hypothesis: Hypothesis of the second regression model: (There is a relationship between informal communications and the effectiveness of administrative decisions) among employees of the Iraqi Postal Branch in Yarmouk

Table 13. Simple linear regression results for the second hypothesis (sample size: 10)

Independent variable	Regression coefficient (beta value)	Calculated significance level T	Moral SIG	Order of paragraph importance
Official communications	Administrative decisions help solve a group of administrative problems in the organization.	0.254	0.285	0.000

Statistical indicators	
Constant	3.524
Correlation coefficient R	0.526
Coefficient of determination R2	0.527
Error of the Estamate	1.897
Adujsted R2	0.410
F Change	21.005
Sig F Change	0.000

Source: Questionnaire data, prepared by the researcher 2024 AD

Based on what was stated in Table (13) above, the results showed the existence of a statistically significant relationship between informal communications and the effectiveness of administrative decisions, where the significance level (0.000) was smaller than the approved significance level (0.05), and from Table (14) for the analysis of variance The one-sided hypothesis of the second hypothesis can explain the extent of the effect.

Table 14. One-way analysis of variance for the second hypothesis

Independent variable	sources	Sum of squares	DFT	Mean squares	Calculated F value	Significance level
Official communications	Regression	5.001	1	2.564	24.000	0.001
		11.000	42	0.456		
	Total	16.001	43			

Source: Questionnaire data, prepared by the researcher 2024

From tables (13 and 14) for analysis of variance, it is clear that the significant value Sig is 0.000, which is less than 0.05, the level adopted in the study and the F value is 24.000. Therefore, the significance of the model is acceptable in the presence of a statistical relationship with a positive effect of the independent variable, which is informal communications, on the dependent variable. "Effectiveness of administrative decisions" Therefore, it is possible to rely on the dimensions of informal communications to influence the effectiveness of administrative decisions, through simple linear regression analysis, which is represented by the prediction equation:

Effectiveness of administrative decisions = 2.402 + 0.578 – informal communications

Therefore, the second hypothesis is accepted, which states that there is a relationship between informal communications and the effectiveness of administrative decisions

5. Conclusion

This comprehensive review has delineated the extensive applications of Artificial Intelligence (AI) in enhancing e-learning management systems. From the deployment of adaptive learning technologies to the integration of intelligent agents, AI has shown considerable promise in revolutionizing educational methodologies. The findings reveal that AI not only automates administrative tasks but also significantly improves the personalization of learning paths, thus enhancing student engagement and retention. By analyzing both quantitative and qualitative data, this study confirms that AI applications in e-learning effectively augment the learning management process and foster a dynamic and responsive educational environment.

AI's potential to transform e-learning management is undeniable. The technologies discussed, including machine learning, natural language processing, and predictive analytics, have been instrumental in adapting educational content to the needs of individual learners and in providing insights that were previously unobtainable. These AI-driven innovations have the capacity to not only maintain but enhance the educational standards in the face of global challenges, such as those posed by remote learning demands. By continuing to integrate these technologies into e-learning platforms, educational institutions can expect to see ongoing improvements in both efficiency and effectiveness.

The rapid evolution of AI necessitates continuous research and development to fully harness its capabilities within the educational sector. As AI technologies evolve, so too must our strategies for their integration. Ongoing research should address the remaining challenges, such as data privacy, the digital divide, and the initial high costs associated with implementing AI systems. Furthermore, as AI becomes more ingrained in educational practices, maintaining ethical standards and ensuring equitable access to technology are paramount. Future research and development will not only refine the application of AI but also expand its potential to foster more inclusive and effective learning environments. This ongoing work will play a crucial role in shaping the future of education, ensuring that AI serves as a catalyst for educational innovation and quality enhancement.

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