

## The mediating role of employees' empowerment in the correlation between strategic decision effectiveness and organization's excellence

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### ABSTRACT

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The paper aims to analyze the influence of the effectiveness of strategic decisions on organizational excellence, through employee empowerment, as an intermediate variable in Qatari commercial banks, where this study is quantitative and uses the descriptive cause-effect approach. The population of this study includes all directors, assistants, deputies, department managers, and branch managers in the six Qatari Commercial Banks, while the field survey method was used for this study. The population number was 336 participants from whom the researchers retrieved 270 questionnaires valid for statistical analysis. The study found that: the level of effectiveness of strategic decisions on organizational excellence and employee empowerment in Qatari commercial banks is high. The findings also showed that there was a significant effect of the effectiveness of strategic decisions on organizational excellence through employee empowerment as an intermediate variable. The study recommended the need for more studies to maintain the approach of the effectiveness of strategic decisions and employee empowerment in Qatari commercial banks, for their important role in organizational excellence, specifically giving freedom of action to employees to solve and encounter work problems.

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### 1. Introduction

The concept of employee empowerment is considered one of the most important job concepts that help the survival and strategic success of organizations. It is the effort of the administration in different organizations to adopt such a concept. This aims to improve and develop the performance continuously to reach the best possible results and meet the work needs, through focusing on intellectual capital delegation of powers besides allowing employees to convey their suggestions and take part in decision-making, as well as granting them more freedoms to be creative (JIA et al., 2014). Employee empowerment develops employees' capabilities and raises their job performance rates; thus, it is reflected positively on the performance of the organization itself. The employee empowerment strategy leads to liberating the capabilities of individuals and involving them in the organization's development activities, bearing in mind that the organization's success is based on harmonizing individuals' requirements with the organization's mission and long-term goal (Asiri & Sharqi, 2020; Brown, 2006).

Several studies indicated the importance of employee empowerment, which helps the organization to match with the environment and emergencies, reduces its job levels, and allows top management to concentrate on long-term strategic goals to make optimal use of available resources, particularly workforce, to maintain organization improvement and excellence. In addition to reducing costs and making decisions quickly to enhance the creativity and innovation capabilities of employees, strengthen satisfaction, belonging, and job motivation, besides giving employees a higher sense and responsibility to complete their jobs (Kruja & Oelfke, 2009). In the present time, the importance of strategic decisions is to align with the continuously changing and uncertain environment, which increases with the knowledge generated from them. Also, its interplay with the

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human resource presented by beliefs, values, skills, and experience are now more influential in the efficiency and effectiveness of strategic decisions (Wheelen et al., 2017), which has made empowerment one of the key elements that organizations adopt to develop their various services.

Over the last decade, the influence of empowerment on organizations has been widely investigated by practitioners and scholars (Voegtlin et al., 2015). Empowerment is the process of changing employees by learning, training and involving them to be dedicated to achieving the organization's objectives and attaining maximum service quality. Employee empowerment lowers task time as it improves the relationship between employees and decision-makers (Hasan, 2020). In addition, strategic decision effectiveness is one of the most prominent tasks that affect the organization's growth and sustainability and achieve strategic success. It represents all dimensions of job organization; hence, the success of organizations depends on the bases and methods of strategic decision-making, its measures, implementation, and control (Hossfeld, 2017). The efforts of contemporary organizations, including commercial banks, are continuous to give organizational excellence an interest, to continue development and fast growth, and to meet the challenges that face business. Organizational excellence is a modern and vital management concept, and it has become the focus of attention and interest of many organizations keen to achieve excellence and accomplish their goals (Dehaghan & Pourtaher, 2014). This interest is supported by the emergence of many models and awards for organizational excellence that confirm this trend (Aladwan et al., 2022).

Qatari commercial banks face several challenges and crises resulting from the continuous change in the desires and preferences of customers, and the great development in the banking industry locally, regionally, and globally (KPMG, 2021). This requires constant thinking to provide new and distinct services that satisfy the increasing and renewed needs of customers. For this reason, banks are working on developing existing banking services and introducing new ones that enhance their competitive position in the market, besides improving their internal processes and building flexible organizational structures that keep pace with environmental changes.

In summary, empowerment is crucial for organizational sustainability, it has numerous important points, such as teamwork, motivation, decentralization, participatory decision-making, and many other issues that affect organizational success and competitiveness position. Employee empowerment trend has become a necessity in the time of openness and globalization that distinguishes the current world and the inevitable transmission from a traditional job structure to a participatory, more open, and flexible one. Therefore, in contemporary organizations, including Qatari banks, there is a need to realize and not lose sight of the significance of adopting employee empowerment. In addition, given the importance of focusing on the effectiveness of strategic decisions in contemporary organizations, including Qatari commercial banks, the reasons for this study emerged to draw the attention of those in charge of Qatari commercial banks to realize the importance of the effectiveness of strategic decisions, organizational excellence, and employee empowerment as the core of these concepts.

Thus, this study is directed at exploring the influence of strategic decisions on organizational excellence through employee empowerment as a mediating variable in Qatari commercial banks. Therefore, the main problem of this study is to answer the next question: What is the influence of strategic decision effectiveness on achieving organizational excellence in the presence of employee empowerment, as a mediator in Qatari commercial banks?

## **2. Literature Review**

### *2.1. Effectiveness of Strategic Decisions*

A strategic decision is an essential activity and plays a vital role in business organizations, which is the basis of senior management. In general, a successful strategic decision is based on a successful strategic plan because the decision taken cannot be made without a prerequisite plan to be the guide to the decision taker. At the same time, the presence of integrated information on the external and internal environments to explore and invest opportunities to benefit the organization within the limits of its resources and capabilities (Campos et al., 2015). The strategic decision is generally a precise trade-off process between one or similar strategic alternatives, with a strategic decision playing a major role in achieving strategic objectives intended by decision-makers. In addition, these decisions are taken under the objectives determined by the organization and constitute the theoretical framework that represents the real translation the organization seeks to achieve (Borrero & Henao, 2017; Robinson & Marino, 2015). Making these decisions requires the use of mental flexibility and creative skills to identify the largest percentage of the variables that affect the process of making, and preparing all needed requirements and information to implement, assess, analyze, and control (Borrero & Henao, 2017; Wheelen et al., 2017).

Strategic decisions are defined as "those decisions that are of great importance to the continuity of the organization and its survival, and are characterized by being long-term, as well as being decisive and irreversible, and often are taken by the senior management in the organization". The strategic decision is also defined as "the decision that deals with long-term variables that are related to the performance of the organization, or have a core impact on its continuity and success, and it represents a special type of management in uncertain situations (Mehrabi & Kolabi, 2012). Strategic decisions as "decisions that determine the basic march of organization and its overall direction in the light of expected and unexpected variables", which occur in the surrounding environment, and determine the outlines of the organization, through which it directs the distribution of internal resources to increase its effectiveness (Rasheed et al., 2018).

Many studies have linked strategic decisions' effectiveness and organizational excellence indicating that there was a significant effect of strategic decisions on improving and developing effectiveness and organizational excellence in the

electronics sector in Malaysia (Mansar et al., 2009). Strategic decision-making processes in various stages affect employee empowerment positively (Stoyanova & Iliev, 2017). Strategic decision effectiveness is the key factor that influences the achievement of organizational excellence, in information technology companies in Australia (Ringrose, 2013). The impact of strategic decisions on employee empowerment leads to organizational excellence (Malawi, 2018). There was a significant influence of the decision-making process on organizational excellence in small organizations in India (Azeroual & Theel, 2018). Effectiveness in making strategic decisions depends on the ability of the decision-maker to choose between the available options for problem-solving that are the subject of the decision. Such a choice cannot be available without a rational study of the problem and the alternatives available from its various sources before making a decision (Abdel-Basset et al., 2018; Carlier et al., 2017; Fred, 2015; Hossfeld, 2017). In brief, strategic decisions are characterized by decisions that concern the organization's long-term future and are made in exceptional circumstances, because of expected threats and immediate environmental opportunities that are likely to emerge. The results of these decisions are long-term successes.

## 2.2. Organizational Excellence

The organizational excellence concept refers to the organizational endeavor to take advantage of opportunities to achieve strategic goals, by exploiting the organization's material and human resources, and constantly striving to improve the internal processes to achieve excellence against competitors (Stoyanova & Iliev, 2017). It is described as 'the ability to coordinate and reconcile the organizational elements and its internal resources, and to operate it with interdependence and integration to reach higher levels of interconnect interconnection and realizations of outcomes; and the interest of stakeholders associated with the organization and meets the customers' requirements (Alhmoudi et al., 2019). The outstanding organization helps clarify and determination goals leads to non-interference and helps to guide human efforts toward achieving highly harmonized and effective objectives. Modern management thought emphasizes the nature of competition that organizations face, which can be described as unlimited competition, especially considering the fast development of the information revolution and technology. In addition to others, the reasons for change imposed on organizations a new type of competition that needs to be distinguished in performance to confront it.

## 2.3. Organizational Excellence Dimensions

Four elements of an organization's excellence were the cornerstones of the components of the current model of the study, which include (excellence of internal processes, excellence of organizational structure, excellence of organizational culture, and excellence of leadership) (AlShobaki & Abu-Naser, 2016; Jaz & Jamal, 2021; Shirvani & Iranban, 2013).

### 2.3.1. The Excellence of Internal Processes

Under a continuously changing business, environment organizations are seeking to search for approaches and methods to maintain their presence and persistence, and strengthen their role and position by focusing on the elements and components that ensure their products and services to beneficiaries and customers are of high quality and an acceptable cost. Therefore, operation management emerged as a modern management approach that works to enhance the quality of services and products and focuses on harmonizing all dimensions of the organization with the requirements and needs of the beneficiaries (Shavaran et al., 2018).

### 2.3.2. The Excellence of Organizational Culture

The model governs, transforms, and explains the individual's behavior in the organization through the group of values, beliefs, basic assumptions, standards, and organizational norms. It affects members' participation which, directly and indirectly, affects employees and the quality of their performance; and is influenced by the values and beliefs of their leaders and officials (Carvalho et al., 2018, 2023). The excellence of organizational culture is determined by the reconciliation of the behavior of subordinates and senior management in the organization, which includes the values of openness, cooperation, trust, genuineness, independence, and problem encounters to contribute to the effectiveness of practices in the organization (Dehaghan & Pourtaher, 2014; Islam et al., 2017).

### 2.3.3. The Excellence of Organizational Structure

The organizational structure is not an essential goal for the organization, but it is one of the most prominent means to accomplish strategic objectives following a comprehensive and integrated vision of prevailing environmental interactions. It has great importance in the life of any organization and is the only key means to achieve the precise and orderly flow of orders, so its design requires reliance on scientific foundations that take into account the specifics of the organization, such as its size, nature of its activity, and others (Ahadinezhad et al., 2012). Excellence in organizational structure means relying on a structure that is characterized by flexibility for the ability to change, take advantage of opportunities, and make quick decisions, in contrast to the rigid organizational structure that limits the activity of team members (Correia et al., 2020; Mohammed, 2021).

#### 2.3.4. *The Excellence of Leadership*

Excellence in leadership is described as the person's ability to affect individuals or groups, directly or indirectly, and leading them to get their support, cooperation, and motivating them to work together with maximum efficiency to achieve the organizational goals (Abbasi & Akrami, 2019). Senior leadership has a direct influence on the support and motivation of working personnel and effective work relations to avoid control, routine, and tradition, whereas organizational excellence also helps support leaders by making the required change spreading a culture of excellence among employees, and supporting mutual trust between employees and management (Mahmoud, 2017). As for the relationship of strategic decisions with excellence, the level of effectiveness of strategic decisions and organizational excellence at the Ministry of Commerce and Investment in Jeddah was high, and a statistically significant impact was found for the effectiveness of strategic decisions in reaching organizational excellence (Samaraddin & Alqurashi, 2020). There was a strong correlation between decision-making and organizational excellence in the Palestinian Telecom Group (Al-Rayyan, 2020). Employee empowerment is significantly influencing organizational excellence in the Ministry of Youth in Jordan (Al-Tamari, 2019). Leadership influences excellence through effective and renovated thinking, promotion of competition, adoption of open door strategy and decentralization systems, and an incentive system that pushes for excellence at work.

#### 2.4. *Employee Empowerment*

Empowering employees is the cornerstone on which many business organizations rely to achieve and facilitate their access to competitive advantage and accomplish higher rates of profits than their competitors, under the conditions of competition and challenge. Empowerment is no longer only a right for employees or a way to improve their morale but has often been transformed into the only option available to business organizations if they want to get a higher position in the competition. The concept of empowerment is concerned with giving the employees powers and responsibilities and encouraging them to participate and submit initiatives to make appropriate decisions. Such a process is concerned with the principle of empowering employees as an essential element for the success of the organization.

Empowerment represents a modern strategy aimed at unleashing the latent energies of employees and their participation in defining future visions because organizational success is based on how the needs of employees are integrated with its vision and goals. Employee empowerment is defined as "giving employees the necessary confidence and freedom to act according to their experience and skills to solve problems" (Bose, 2018; Wadhwa & Verghese, 2015). Empowerment does not mean granting power to the employee, but it depends on creating the opportunity to provide him with the best skills and expertise to contribute to the strategic objectives. It includes the activities of giving an individual more authority in practice and responsibility for encouraging decisions and providing appropriate solutions to daily work problems (HIEU, 2020).

Job empowerment is achieved through participation, immersion, and commitment to the goals of the organization and by reducing administrative levels (Barbosa et al., 2021; McClair et al., 2021). As for the relationship between empowerment and organizational excellence, there was a correlation between employee empowerment and organizational excellence in Egyptian hotels (Salama, 2019). The degree of employee empowerment and organizational excellence at Umm Al-Qura University was medium, and the findings indicated a significant impact of empowerment on organizational excellence (Al-Zahrani, 2020). Empowerment dimensions were significantly impacting organizational excellence (Hijawi, 2021; Salama, 2019). Employee empowerment affected achieving organizational excellence in medium-sized companies operating in Poland (Asgar, 2015).

#### 2.5. *Hypotheses of the Study*

**H<sub>01</sub>:** *Strategic decisions' effectiveness does not significantly influence organizational excellence (organizational culture excellence, organizational structure excellence, internal processes excellence, and leadership excellence) in Qatari Commercial Banks.*

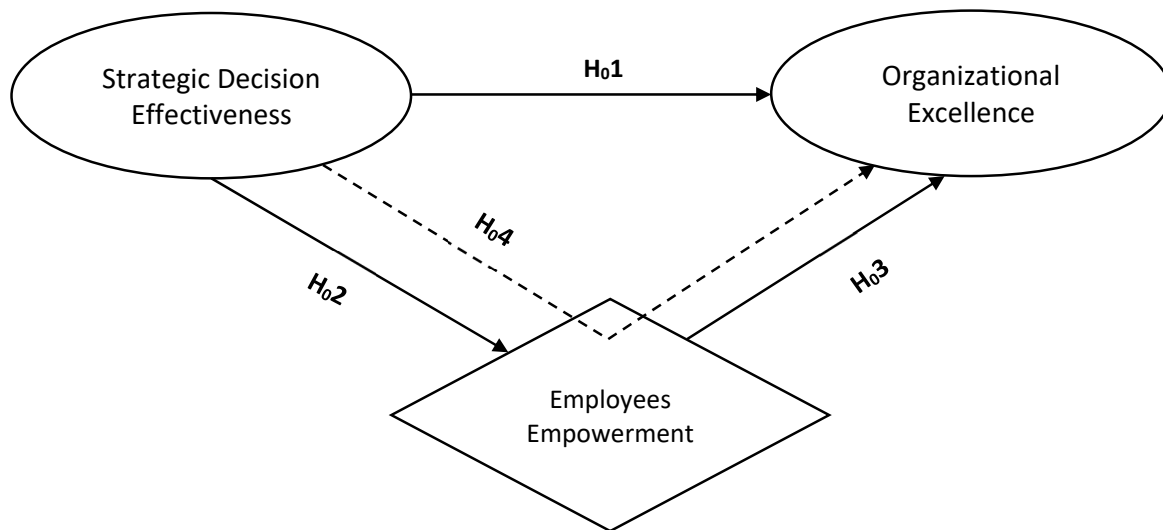
**H<sub>02</sub>:** *Strategic decisions' effectiveness does not significantly influence employee empowerment in Qatari commercial banks.*

**H<sub>03</sub>:** *Employee empowerment does not significantly influence organizational excellence (organizational culture excellence, organizational structure excellence, internal processes excellence, and leadership excellence) in Qatari Commercial banks.*

**H<sub>04</sub>:** *Strategic decisions' effectiveness does not significantly influence organizational excellence through employee empowerment as an intermediate variable in Qatari Commercial Banks.*

#### 2.6. *The Study Model*

The next model has been developed based on the above discussion and hypotheses, as shown in Model 1.



**Fig. 1.** Study Model 1: Model of the Study

### 3. Study Methodology

#### 3.1. Study Design

The current study employs quantitative analysis to describe data, and find the cause-effect relationships, at the same time it uses a cross-sectional design, and the questionnaire is utilized as the main tool to gather data from the respondents, to measure the influence of the strategic decisions' effectiveness on organizational excellence, through employee empowerment, as an intermediate variable. Then after ensuring validity and reliability, the SMART-PLS3 has been used to test hypotheses.

#### 3.2. Study Population

The population of the study included all managers, assistant deputies, department managers, and branch managers in the six Qatari commercial banks. The population number was (336) members who received the questionnaire via the Internet, while the retrieved respondents' questionnaires were (280). Ten forms were excluded due to their invalidity and lack of information, so the remaining (270) questionnaires were adopted, this number constituted a percentage (80.3%) of the total distributed questionnaires, and this percentage is good in the statistical norms and scientific research, considering Corona Virus crisis and the difficulty of direct communication with the banks. The study was conducted during the academic year 2022/2023.

#### 3.3. Study Instrument

A questionnaire was developed to investigate the effectiveness of strategic decisions, organizational excellence, and employee empowerment. The questionnaire contained four main parts. The first part: is personal and job data, and the second part measures the effectiveness of strategic decisions depending on dimensions that have been measured based on the (Reymen et al., 2015) study. The third part measures the dimensions of organizational excellence, and it has been measured based on (Alanazi, 2021; Hijjawi, 2021) studies. The fourth part included measuring the employee empowerment variable. It was measured depending on the (Beuren et al., 2020; MARTA et al., 2021) studies.

#### 3.4. Stability of the Study Instrument

The reliability check was performed utilizing (Cronbach's alpha) coefficient of internal consistency. Although there are no standard rules regarding the appropriate values of Cronbach's alpha coefficient, the ( $\text{Alpha} \geq 0.70$ ) is considered reasonable, from an applied point of view in research related to management sciences and humanities (Al-Haddad et al., 2022; Hair Jr et al., 2018; Sekaran & Bougie, 2016; Sharabati et al., 2022). The alpha value of all study variables ranged between (0.714 and 0.899), so this is a good value for the stability of internal consistency and an acceptable percentage for statistical analysis, as it exceeded the agreed minimum for reliability.

#### 3.5. Measurement Reliability and Validity

The results of the tests indicated that the mean of variance AVE is higher than 0.50 and that all the complex stability coefficients CR are statistically significant and accepted because they are higher than 0.70, which is within the permissible rates according to (Agha et al., 2021; Hair et al., 2014; Kim & Tagkopoulos, 2018).

Variation Inflation Factor (VIF), Allowable Variation Factor, and Skewness Factor. It was also ensured that there were no high relationships among the dimensions of independent variables (Multi-collinearity). Utilizing the VIF, and the Tolerance to test each aspect of the research, which indicates the VIF is not more than the value (10), the allowable variance value of Tolerance is higher than (0.10) (Abdelsalam et al., 2022; Hair Jr. et al., 2017). The analysis outcome suggested the value of VIF for all dimensions of the independent variables was less than (10), it ranges between (2.15-4.83) and the allowable variance value Tolerance for all dimensions was greater than (0.10) and ranged between (0.221-0.460). Therefore, no problem related to high relationships among the dimensions of independent variables (no multi-collinearity).

### 3.6. The Goodness of Fit Index (GOF)

GOF coefficient was extracted to verify the quality of the study model where its value was (0.588), which was within the statistically acceptable limits, and since it exceeds (0.360), this indicates the quality of the proposed model as a whole according to (Hair Jr. et al., 2017; Henseler & Sarstedt, 2013). A 5-point Likert scale was employed to answer the questions, with a level of 1= strongly not applied, and 5= strongly applied.

## 4. Study Results

### 4.1. Descriptive Results: What is the effectiveness level of Variables?

**Table 1**

Mean and Standard Deviation of the Effectiveness of Strategic Decisions, Organizational Excellence, and Employee Empowerment

Variable	Arith. Mean	Standard Dev	Application
The level of effectiveness of Strategic Decisions	4.15	0.686	High
Level of Organizational Excellence	4.1	0.443	High
Employee Empowerment	3.61	0.550	Medium

It appears from Table 1 that the arithmetic mean of the strategic decisions effectiveness and organizational excellence variable obtained a high degree. The total arithmetic mean reached (4.15 and 4.1, respectively). As for employee empowerment, it has a medium degree of 3.61 in Qatari commercial banks from the respondents' viewpoint.

### 4.2. Evaluation of the Structural Model (SMART-PLS3)

To evaluate the structural model many statistical methods and criteria have been used, as indicated in Table 2.

**Table 2**

Indicators for Structural Model Evaluation

No.	Path	R <sup>2</sup>	F <sup>2</sup>	Q <sup>2</sup>
1.	Effectiveness of Strategic Decisions → Organizational Excellence	0.574	0.361	0.219
2.	Effectiveness of Strategic Decisions → Employee Empowerment	0.433	0.353	0.204
3.	Employee Empowerment → Organizational Excellence	0.458	0.289	0.177
4.	Effectiveness of Strategic Decisions → Employee Empowerment → Organizational Excellence	0.398	0.244	0.105

The determination coefficient (R<sup>2</sup>) was employed to evaluate the percentage of variance in the dependent variables that the model can explain. The coefficient of determination for the first track was strategic decisions' effectiveness → organizational excellence in the model (R<sup>2</sup> = 0.574), and this indicates that 57.4% of the variance in (Organizational Excellence) in Qatari commercial banks, was explained by the independent variable (strategic decisions' effectiveness). The effectiveness of strategic decisions explained an amount of 43.3% of the variance in employee empowerment. The variable employee empowerment explained 45.8% of the variance in organizational excellence. Finally, the variable (the effectiveness of strategic decisions) explained an amount 39.8% of the variance in organizational excellence, with employee empowerment as an intermediate variable in Qatari commercial banks.

The blindfolding test has been conducted to show how the independent variable predicts changes in the dependent variable and is denoted by (Q<sup>2</sup>). Table 2 indicates that the value of (Q<sup>2</sup>) for the first track was (0.219) and this shows that Strategic decisions can predict the change in organizational excellence at 21.9 %. For the second track: the effectiveness of strategic decisions → employee empowerment (Q<sup>2</sup> = 0.204), and for the third track employee empowerment → organizational excellence Q<sup>2</sup> = 0.177, while for the fourth track: the effectiveness of strategic decisions → employee empowerment → organizational excellence was (0.105).

The findings in Table 2 indicate that the value of impact degree F<sup>2</sup> for the first main track: Effectiveness of strategic decisions → organizational excellence (0.361), classified by degree (strong influence). For the second track, the effectiveness of strategic decisions → employee empowerment (0.353) according to the F<sup>2</sup> factor, and it is classified with a degree (strong influence). The third path: employee empowerment → organizational excellence 0.289, while for the fourth path: the effectiveness of strategic decisions → employee empowerment → organizational excellence was (0.244) according to the F<sup>2</sup> factor, and it is classified with a degree (medium impact). Bearing in mind that the size of the impact is classified as high if

the value of  $F^2$  is greater than (0.350), and classified as a medium if the value of  $F^2$  ranges between (0.15-0.350) according to (Hair Jr. et al., 2017).

### 4.3. Test of Study Hypotheses

#### 4.3.1 The first hypothesis: The effect of Strategic decisions' effectiveness on Excellence of Internal Process

Table 3 indicates the findings of exploring the influence of strategic decisions' effectiveness on organizational excellence, from the respondents' viewpoint of Qatari commercial banks. The findings suggest that the effectiveness of strategic decisions significantly affects organizational excellence. The path coefficient obtained a path degree of (0.694) with P significance degree = 0.009. This indicates that increased attention to the effectiveness of strategic decisions would generate a positive impact on organizational excellence in Qatari commercial banks by ( $\alpha = 0.009$ ), which is significant at ( $\alpha \leq 0.05$ ). The findings explained 47.9% of the variance in organizational excellence based on parameter  $R^2$ .

**Table 3**  
The Effect of Strategic Decisions' Effectiveness on Organizational Excellence

Path	Path Parameter	Standard Error	t	P
Effectiveness of Strategic Decisions → Organizational Excellence	0.694	0.263	2.635	0.009*

$R^2 = 0.479$

\* Significance ( $\alpha \leq 0.05$ )

This confirms the invalidity of the main hypothesis H01 and the alternative states: Strategic decisions' effectiveness significantly influences organizational excellence (organizational culture excellence, organizational structure excellence, internal processes excellence, and leadership excellence) in Qatari Commercial Banks, at the significance level ( $\alpha \leq 0.05$ ). Therefore, the first hypothesis is rejected.

**Table 4**  
Impact of Effectiveness of Strategic Decisions on the Excellence of Internal Processes

Path	Path Parameter	Standard Error	t	P	$R^2$
Effectiveness of Strategic Decisions → Internal Processes Excellence	0.593	0.187	3.169	0.000*	0.352
Effectiveness of Strategic Decisions → Organizational Structure Excellence	0.622	0.149	4.155	0.000*	0.387
Effectiveness of Strategic Decisions → Organizational Culture Excellence	0.688	0.200	3.428	0.000*	0.473
Effectiveness of Strategic Decisions → Leadership Excellence	0.698	0.190	3.675	0.000*	0.487

\* Significance ( $\alpha \leq 0.05$ )

Table 4 shows the results of the first hypothesis test in Qatari Commercial Banks. Analysis of the influence of the effectiveness of strategic decisions on each aspect of Organizational excellence as described in Table 4, indicates a significant effect of the effectiveness of decisions on the excellence of internal processes, where the path factor was (0.593), while the calculated t value was 3.169, at a significance level of ( $\alpha \leq 0.05$ ). The findings also suggest a significant impact of the effectiveness of strategic decisions on the excellence of organizational structure by (0.622), where the calculated T value was (4.155) at the level of significance ( $\alpha \leq 0.000$ ), which was significance at ( $\alpha \leq 0.05$ ). Table 4 also indicated that there was a significant impact of the effectiveness of strategic decisions on the excellence of organizational culture, where the path coefficient was 0.688 and the calculated T value was (3.428), at a significance level ( $\alpha \leq 0.000$ ). The findings also indicate that there was a significant influence of the effectiveness of strategic decisions on strategic excellence of leadership, where the path factor was (0.698), and the T calculated value was (3.675), which was significant at ( $\alpha \leq 0.05$ ).

#### 4.3.2 The second hypothesis: The effect of strategic decisions' effectiveness on employee empowerment

Table 5 indicates the structural model for analyzing the effect of the effectiveness of strategic decisions on the dimensions of Organizational Excellence second hypothesis test  $H_{02}$ .

**Table 5**  
The Findings of Testing the Strategic Decisions Effectiveness on Employee Empowerment

Path	Path Parameter	Standard Error	t	P
Effectiveness of Strategic Decisions → Employee Empowerment	0.727	0.252	2.884	0.005*

$R^2 = 0.528$

\* Significance ( $\alpha \leq 0.05$ )

Table 5 indicates that there is a significant influence of the effectiveness of strategic decisions on employee empowerment, the path coefficient was 0.727 with a significance degree of  $P = 0.000$ , which indicates that increased interest in the effectiveness of strategic decisions would generate a strong effect on employee empowerment in Qatari commercial banks. This impact is confirmed by the T calculated value, which was (2.884), at ( $\alpha \leq 0.05$ ). Hence the second hypothesis is denied.

The findings indicate that effectiveness explained 52.8% of the variance in employee empowerment according to parameter  $R^2$ . This confirms the invalidity of the main hypothesis  $H_{02}$ . The evidence hypothesis acceptance concludes that there is a

significant influence at ( $\alpha \leq 0.05$ ) for the effectiveness of strategic decisions with its following procedures: problem diagnosis, determination of the strategic position, choosing, implementing, and evaluation of strategic alternatives for employee empowerment in Qatari commercial banks.

#### 4.3.3 The effect of employee empowerment on organizational excellence

**Table 6**

The Findings of Testing the Influence of Employee Empowerment on Organizational Excellence

Path	Path Parameter	Standard Error	t	P
Employee Empowerment → Organizational Excellence	0.586	0.164	3.560	0.000*

$R^2 = 0.343$

\* Significance ( $\alpha \leq 0.05$ )

Table 6 indicates the outcomes of testing the effect of employee empowerment on organizational excellence, from the respondents' viewpoint in Qatari commercial banks. The analysis indicated that employee empowerment is significantly influencing organizational excellence. The path coefficient was (0.586) with a significant degree of  $P = 0.000$  and the T calculated value was (3.560), at a significance level ( $\alpha \leq 0.05$ ). The outcomes also indicated that the variable employee empowerment explained (34.3%) of the variance in organizational excellence, referring to the coefficient  $R^2$ . This means that the third main hypothesis. H03 was rejected, as shown in Table 6.

**Table 7**

Testing the Effect of Employee Empowerment on Organizational Excellence Dimensions

Path	Path Parameter	Standard Error	t	P	$R^2$
Employee Empowerment → Excellence of Internal Process	0.491	0.090	5.438	0.000*	0.241
Employee Empowerment → Excellence of Organizational Structure	0.552	0.194	2.843	0.005*	0.304
Employee Empowerment → Excellence of Organizational Culture	0.574	0.266	2.157	0.031*	0.329
Employee Empowerment → Leadership Excellence	0.591	0.067	8.749	0.000*	0.349

\* Significance ( $\alpha \leq 0.05$ )

Analysis of the dimensions of excellence suggested that employee empowerment significantly influences the excellence of internal processes, where the path coefficient was 0.491 and the T calculated value was 5.438, at ( $\alpha = 0.000$ ) which means that it was significant at ( $\alpha \leq 0.05$ ). It also indicated that there was a significant influence of employee empowerment on the excellence of organizational structure, where the path coefficient was 0.552 and the calculated T value was 2.843, at a significance level of ( $\alpha = 0.005$ ). Analysis indicated that there was a significant influence of employee empowerment on the excellence of organizational culture where the path coefficient was 0.574 and the T calculated value was 2.157, at ( $\alpha = 0.005$ ). Analysis suggested that there was a significant effect of employee empowerment on the excellence of leadership, where the path coefficient was 0.591 and the calculated T value was 8.749 at ( $\alpha = 0.000$ ), at a significant level of ( $\alpha = 0.005$ ). Results revealed the results of analyzing the effect of Employee empowerment on the dimensions of organizational excellence.

#### 4.3.4 The fourth hypothesis: The mediating effect of employee empowerment between the effectiveness of strategic and organization excellence

**Table 8**

Test results of the impact of the effectiveness of strategic decisions on organizational excellence in the presence of employee empowerment

Path	Direct Impact	Indirect Impact	t	P
Effectiveness of Strategic Decisions → Employee Empowerment	0.727	0	2.884	0.004*
Employee Empowerment → Organizational Excellence	0.586	0	3.560	0.000*
Effectiveness of Strategic → Employee Empowerment → Organizational Excellence	0	0.426	4.296	0.000*

\* Significance ( $\alpha \leq 0.05$ )

Table 8 suggests that the direct impact of the effectiveness of strategic decisions on employee empowerment was (0.727), while the direct impact of employee empowerment on organizational excellence was (0.586). The table shows also that the indirect influence of the effectiveness of strategic decisions on organizational excellence, through employee empowerment as an intermediate variable, was (0.426), at a significance level ( $\alpha = 0.005$ ). This result suggests the importance of the intermediate role of employee empowerment in enhancing the influence of the effectiveness of strategic decisions on organizational excellence in Qatari Commercial Banks. Table 8 also shows that the t-calculated value was 4.296 at a significance level of ( $\alpha = 0.005$ ), which is less than 0.05 and statistically significant. So, the fourth hypothesis is rejected. The results also indicated that the effectiveness of strategic decisions explained 40.5% of the variance in organizational excellence, with employee empowerment as an intermediate variable. According to these results, there is a significant influence of the effectiveness of strategic decision procedures (diagnosis of the problem, determining the strategic position, choosing the strategic alternatives, implementation of the strategic alternatives, and evaluation of these alternatives) on organizational excellence dimensions (excellence of organizational structure, excellence of internal processes, excellence of organizational culture, and excellence of organizational leadership). This is characterized by the existence of employee empowerment as an intermediate variable in Qatari Commercial Banks. Table 8 reveals the results of the fourth Hypothesis test.



## 5. Discussion of Results

The outcomes of the study suggested that the degree of effectiveness of strategic decisions in Qatari commercial banks was high, where this result was the consciousness of managers in Qatari commercial banks, and has an important role in these banks within the competitive work environment. This finding reveals the fact that the effectiveness of decision-making is important in commercial banks, and it depends on the ability of the strategic decision-maker to choose between the available alternatives to solve the problem in question. This study agreed with (Samaraddin & Alqurashi, 2020).

The findings revealed that organizational excellence and Employee empowerment levels in Qatari commercial banks obtained a high rate. This result is attributed to the managers' awareness in Qatari commercial banks of the importance of organizational excellence and employee empowerment, especially in the globalization and openness era in the current world. The results differed from the findings of (Al-Tamari, 2019), which indicated that the level of Employee empowerment and organizational excellence obtained a medium degree, as well as the study (Daradkeh & Mansoor, 2023), which concluded that the level of academic leaders' practice of Employee empowerment and organizational excellence obtained a medium degree, from the faculty members of Taif University's viewpoint. This result agreed with the findings of (Salama, 2019), where the outcome of the study indicated that employee empowerment and organizational excellence levels have a high degree, in Egyptian hotels.

The outcome of the study suggested a significant influence of the effectiveness of strategic decisions on organizational excellence in Qatari commercial banks. Results indicated a significant influence of strategic decision effectiveness in two dimensions of strategy. This agrees with (Samaraddin & Alqurashi, 2020), who found a significant effect of the strategic decisions' effectiveness on achieving organizational excellence in the Ministry of Commerce and Investment in Saudi Arabia, and the article of (Al-Rayyan, 2020), which indicated a strong relationship between decision-making and corporate excellence in the Palestine Telecom Group at Southern Governorates. The study's outcome revealed a significant influence on the effectiveness of strategic decisions on employee empowerment in Qatari commercial banks. This result agreed with (Malawi, 2018), which found a significant effect of the strategic decisions' effectiveness on the dimensions of employee empowerment at Minutia University, Egypt, and (Zahra, 2018), which also concluded that there was a significant impact on the strategic decisions on achieving employee empowerment in the banks working in Sudan. There was a significant influence of employee empowerment on organizational excellence in Qatari commercial banks, and a significant influence of employee empowerment on the dimensions of organizational excellence (organizational culture excellence, organizational structure excellence, internal processes excellence, and leadership excellence). This result agrees with (Bousalem, 2017), who concluded that there was a role for employee empowerment in the organizational excellence of the Sonatrach Petroleum Corporation in Algeria, and (Daradkeh & Mansoor, 2023), who found a relationship between all factors of employee empowerment and all dimensions of organizational excellence.

The results indicated a significant influence of the effectiveness of strategic decisions on organizational excellence with the presence of employee empowerment in Qatari commercial banks. This result agrees with (Hijjawi, 2021), who concluded that there was a significant impact of empowerment on organizational excellence; and a significant impact of wise leadership on corporate excellence since wise leadership intermediates the relationship between empowerment and excellence, agrees with (Salama, 2019), who found a significant effect of the elements of employee empowerment on reaching organizational excellence in Egyptian hotels.

## 6. Conclusion

The present study aims to investigate the influence of strategic decision effectiveness on organizational excellence and use employee empowerment as an intermediate variable at Qatari commercial banks. This study employed a quantitative, cross-sectional, and cause-effect approach. A total of 270 responses were valid for further analysis. After confirming validity, reliability, and correlations among variables, SMART PLS has been used to test hypotheses. Results indicated that there are strong relationships between variables. Findings also indicate that the degree of effectiveness of strategic decisions, organizational excellence, and employee empowerment levels in Qatari commercial banks are high. Moreover, results show that there is a significant influence of the effectiveness of strategic decisions on organizational excellence in Qatari commercial banks. There is a significant effect of the effectiveness of strategic decisions on employee empowerment in Qatari commercial banks. There is a significant effect of employee empowerment on organizational excellence in Qatari commercial banks, and a significant influence of employee empowerment on all organizational excellence dimensions (organizational culture excellence, organizational structure excellence, internal processes excellence, and leadership excellence). Finally, the results indicated a significant influence of the effectiveness of strategic decisions on organizational excellence with the presence of employee empowerment in Qatari commercial banks.

## 7. Study Recommendations

There is a need to maintain the level of adoption of mechanisms for diagnosing the problems in Qatari commercial banks and to identify its causes to take the appropriate decision; considering the determination of the appropriate time to address the problem; and setting up the appropriate mechanisms to solve it. In addition, defining the strategic position, in terms of the analysis of external strategic factors represented in the analysis of environmental opportunities and challenges, when making

strategic decisions, by providing a database for monitoring environmental changes and choosing strategic vision decisions based on strategic decisions. Qatari commercial banks should continue to adopt the approach of evaluating strategic decisions to ensure their compatibility with the bank's strategic plans, and the extent of their contribution to achieve the bank's mission and vision. Continue to maintain the excellence of internal processes in terms of developing the banking services quality in line with the needs of current and future customers and developing methods of providing banking services continuously and using the technology of the type of banking services. Continue to maintain and build an organizational culture that matches the strategic goals of the bank. Moreover, creating organizational values based on the excellence and quality of various banking services, as well as creating a creative organizational culture that focuses on the preemptive efforts to introduce services by the bank before the services provided by the competitors, with implanting the methods of creativity among the employees. Continuing to adopt the employee empowerment approach in Qatari commercial banks for its importance in enhancing the quality and effectiveness of strategic decisions, and for the management to have the conviction that involving employees in decision-making leads to good implementation. The study recommends conducting similar studies on the public sector in the State of Qatar.

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