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**The Impact of Managers' Behaviors on the Perceptions of Public Sector
Employees According to Their Personal Characteristics**

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Abstract: The purpose of the study is to the analysis of managers' authority according to the demographic characteristics of employees, identify the acceptance rate for participants regarding the study questionnaires, and determine the relationship between the demographic characteristics of participants and question items. The study was a descriptive cross-sectional design; data were collected from the different organizations in Iraq/Erbil city from July 1st to 15 December 2021. The researcher distributed 600 questionnaires form; 20 questionnaires were missing. The study's sample size was 580 individuals since 580 questionnaires were received and completed correctly. The findings of the study indicated that the employees' response in Iraqi organizations is high in the averages of all questions, resulting in a rise in managers' efficiency in making decisions at the management level, taking into consideration the views of employees in new task decisions. Employees trust their managers because they encourage them to take initiative, innovate, and proactively solve problems, as well as allowing them the freedom to work independently and make their own decisions. The findings of the study recommended that managers should make an effort to establish a good rapport with their staff members, communicate honestly and freely, and show empathy, managers should serve as role models for their staff.

أثر سلوكيات المديرين على تصورات موظفي القطاع العام حسب خصائصهم الشخصية

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المستخلص

الغرض من الدراسة هو تحليل سلطة المديرين وفقاً للخصائص الديموغرافية للموظفين، وتحديد معدل القبول للمشاركين فيما يتعلق باستبيانات الدراسة، وتحديد العلاقة بين الخصائص الديموغرافية للمشاركين وعناصر الأسئلة. كانت الدراسة عبارة عن تصميم وصفي مقطعي. تم جمع البيانات من المنظمات المختلفة في العراق / مدينة أربيل في الفترة من 1 تموز إلى 15 كانون الأول 2021. وزع الباحث 600 استمارة. 20 استبياناً مفقودة. بلغ حجم عينة الدراسة 580 فرداً، حيث تم استلام 580 استبياناً وإكمالها بشكل صحيح. أشارت نتائج الدراسة إلى أن استجابة الموظفين في المنظمات العراقية مرتفعة في متوسطات جميع الأسئلة، مما أدى إلى ارتفاع كفاءة المديرين في اتخاذ القرارات على مستوى الإدارة، مع مراعاة آراء الموظفين في قرارات المهام الجديدة. يثق الموظفون بمديرهم لأنهم يشجعونهم على اتخاذ المبادرة والابتكار وحل المشكلات بشكل استباقي، فضلاً عن منحهم حرية العمل بشكل مستقل واتخاذ قراراتهم بأنفسهم. أوصت نتائج الدراسة بضرورة بذل المديرين جهداً لإقامة علاقة جيدة مع موظفيهم، والتواصل بصدق وحرية، وإظهار التعاطف، وبنبغي على المديرين أن يكونوا قدوة لموظفيهم.

الكلمات المفتاحية: سلطة المديرين، اتخاذ القرار، الابتكار التنظيمي، الإدارة، القيادة.

1. Introduction

In competitive and globalized business worlds, creativity and innovation are at present an essential part of every organization's success (Anderson, De Dreu, & Nijstad, 2004: 168). The behavior of leaders and the exchange of relations between employees and direct managers are considered as factors influencing employee achievement (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012: 30). Not only are employees recognized and envisaged for the exchange relationship with the manager, but the innovative behavior of employees is also strong. An initial postulate for innovation is innovative behavior. Several studies have investigated the behavior, exchange of leaders and the innovative behavior of employees independently (Janssen, 2000: 297). Global rivalry, technological advancements, economic crises, and new legislation have all prompted organizations to adapt their business procedures in the previous ten years, while modifications can also be made for less pressing reasons (By, 2020: 5). As organizational change can significantly affect the people in the

organization, it can evoke strong, affective responses which can be crucial to changing the employees' attitudes (van Dam, 2018: 76). Due to its proximity to their subordinates and to their daily cooperation, middle managers are considered to be key players in efforts to change organizations, especially in response to changes of this kind (Gjerde & Alvesson, 2020: 146). Middle managers are often the main agents of the change process as a link between strategic and operational levels of the organization (Balogun, 2003; Huy, 2002: 80). They can involve their subordinates in the change by giving them, for example, crucial information and participation opportunities, thus increasing employee support for the change (Allen, Jimmieson, Bordia, & Irmer, 2007: 206). A formal change to the organizational structure can result in stress and insecurity (Kiefer, 2005: 891). The research on organizational change began to focus on the role of employee change estimates in order to understand and minimize these adverse effects (Biggane, Allen, Amis, Fugate, & Steinbauer, 2017: 19). The evaluation theory also known as transactional stress and management theory shows that meetings are stressful and stressful, so their significance is determined by stressful meetings. As such, a planned organizational change announced can begin a series of assessments aiming at both change and change (Rafferty & Restubog, 2010: 1333). Many writers and thinkers have recognized a number of issues and roadblocks that are impeding the development and improvement of Iraq's government institutions. On top of these managers, there is the issue of manager mismanagement. We all know that effective administration is critical to the advancement of nations, and vice versa. Failed management leads to administrative and economic backwardness, as well as all of the activities that go along with it. Individual and societal advancement are affected by leaders and managers, too. That is why we define good management as the ability to make the best use of available resources by planning, organizing, coordinating, directing, monitoring, and controlling. As a result, decisions made by the company are correct, efficient, and effective. The aim of the current study is to the analysis of managers' authority according to the demographic characteristics of employees in the public sectors of Iraqi organizations.

2. Managers and Leadership:

Managers who are viewed as leaders are more likely to receive favorable feedback, create strong relationships, and have more access to

resources, all of which enhance their performance. Furthermore, followers benefit if their managers are regarded as leaders. Various empirical research managers have shown that followers have greater organizational commitment, satisfaction with their employment and wellbeing when they view their management as leaders, as well as more willing to engage outside the office and to achieve greater organizational performance (De Luque, Washburn, Waldman, & House, 2008:626). If the traits of a manager match the expectations of a follower of prototypical leadership strongly, the manager is likely to be the following leader. For example, smart and extroverted managers are generally seen as leaders, because these individual attributes represent typical prototypes of leadership (Antonakis, 2011: 270). However, since subjective evaluations by followers construct a sense of leadership, perception may differ in a different contexts and followers (Foti, Bray, Thompson, & Allgood, 2012: 702).

The manager builds the leadership skills of subordinates by mentoring and training them, encouraging them to commit to a shared vision and goals for the organization, and pushing them to be creative in problem-solving (Hussein, 2022: 640). Innovations come from leadership, and this is largely dependent on the leadership's cognitive and creative abilities as well as its future vision in light of the internal engines that can produce organizational innovations such as leadership style, administrative practice, organizational culture, and individual creativity (Al-Bunni, 2022: 795). The capacity to foresee and visualize strategic change, to remain adaptable, and to empower others to implement strategic change when called for. Leaders devote all of their time and energy to tasks and choices that enhance business outcomes (Hussein, 2022: 174). The leadership's dedication to achieving the goals of the stakeholders descends to the workers to achieve their sub-goals by training, developing, and motivating them, as well as by giving them moral support and empowerment, and it also creates an environment that fosters creativity and innovation to achieve the organizational goals (Abdulla, 2022: 193). In order to successfully complete work tasks and deliver exceptional performance in light of the complexity of the various internal and external environments, as well as to create an organizational culture that is adaptable and capable of facing change, strategic leadership practices are crucial (Al-essawi & Al-Aubaidy, 2022: 19).

3. Managers' behavior regarding motivate their employees:

Some aspects of safety behavior, that is, management commitment and involvement in the preventing of accidents or the promotion of safety, are to measure differences in character, which should be positive. Other dimensions like fatalism, impotence and perceived impediments measure aspects that inhibit the conduct of managers in relation to the promotion and prevention of safety. An ideal attitude to these factors does not necessarily influence behavioral intentions and behavior as an ideal response to dimensions primarily intended to measure ease attitudes (Rundmo & Hale, 2003: 571). While certain managers have employed a variety of leadership styles and behaviors throughout their daily activities, others have used one or two dimensions of leadership. The extent to which managers can be significantly grouped based on the leadership and behavioral practices that they demonstrate on their work, therefore, given these variations. A related question is to what extent the use of a certain management style and behavior has contributed to an enhanced work performance and to overall user, supervisors, employees and young workers' satisfaction (Oshagbemi & Ocholi, 2006: 760). With the increasing complexity and changes in global operations, the leadership of managers is a subject of debate, but there has been no common definition. The word "leadership" can be defined as a way to influence others in order to obtain the outcomes that are desired (De Jong & Den Hartog, 2007: 41).

To encourage, motivate, and recognize workers to perform and achieve desired results, leaders make an effort to do so (Andersen, 2016: 71). Leaders use a variety of leadership styles to motivate and support their workforce. There is a greater correlation between leadership and an organization's success or failure (Lok & Crawford, 2004: 334). Courses are increasingly required in universities and organizations to address subjects such as ethics and corporate social responsibility. However, there is still evidence to show the real effect of such courses on changing decision-making or management behavior (Mirvis, 2008: 173). Every organization face health and safety problems and the fact that employees are required to work in many locations' compounds further the complexity of these issues. Comprehensive medical guidelines for employees to help them lead healthy lifestyles and work around the globe in a healthy climate and take time off work for health issues. An effective system of justice is the key component

of the good administration of organizations, particularly in view of structural reforms and the workforce. Employee fair treatment by managers helps effectively maintain employee morale and work towards the organization's mandate.

4. Rational Model of Managers' Decision-Making:

Mainly the rational model has been focused on maximizing the results and making the decision reasonable, rational and rational. The bounded rational model simply aims to achieve enough results by acceptance of both the manager's cognitive limits and the complexity of the situation. Much has also been focused on operational management rather than general strategic administration (Francis-Smythe, Robinson, & Ross, 2013: 18). In general (Storey & Salaman, 2005), it focused on "senior decision-makers know what and knowledge." The appropriate model changes when environmental characteristics change, particularly with regard to complexity and time pressures Strategic managers (Rahman & De Feis, 2009). Other research has investigated bias in strategic decision-making which limits the sensible choices such as the vitality of the bright and innovative versus the hard fact, the extent of reaching over the skills as the option seems to be too good to refuse, the matching pattern if one case is similar to the other (Hodgson & Drummond, 2009: 81). There are many reasons behind any right decision by a manager. If we take the economic aspect as an example, the manager takes into account several aspects, for example, the financial aspect of the organization, the financial aspect of the country in general and the people in particular (ATMACA & AMEEN, 2022: 123)

5. Job Satisfaction of Employees:

Many factors affect employee satisfaction, including salaries, performance, autonomy, acknowledgement, communication, working conditions, work importance, colleagues, level of professionalism, organization, interpersonal relations, work for a high-level agency, supervisory support, good affinity, safety at work, flexibility in the workplace, work within a company. Work with unskilled or poorly trained personnel, difficult tasks such as documentation, repetition of duties, tension within the role's expectations, ambiguity of role, conflict of functions, work/patient care, feelings of being overworked, the demand for more overtime, colleague relationships, personal issues, and organizational

elements are all sources of dissatisfaction (Chu, Hsu, Price, & Lee, 2003: 181).

It is a leader's ability to influence subjects to their greatest ability. This factor shows how management respects workers, works with honesty and integrity, promotes effectiveness and has open communication lines with employees (Aronson, Sieveking, Laurenceau, & Bellet, 2003: 450). The satisfaction of an individual is influenced by the stages of his life, so what is today unsatisfactory may become so in the future. Without a doubt, a manager's study of his employees' job satisfaction is a comprehensive evaluation process that covers all aspects of the job and through which the management gets to know itself, revealing the positives and negatives on the basis of which the administration's development and future policies can be formulated.

6. Managers Performance:

The performance of the manager is the extent to which the manager meets or meets the needs of the overall working environment (Griffin, Neal, & Parker, 2007: 344). Individual performance that works in context not only stems from the formally prescribed tasks, duties and responsibilities of a manager, but it can also include requirements that go beyond core substantial tasks, including those that are not formally described in the job description (Becker & Kernan, 2003: 342). We study two aspects or characteristics of the working context, that is uncertainty and interdependence, to help develop a theory regarding the conditions under which managers' ambidextrous behavior can be effective in enhancing performance. Two of the key features of contemporary work explain the performance effects of people at work. Uncertainty and dependence both impose special and different demands on managers and are mentioned as (Griffin et al., 2007: 327). The emergence of ambidexterity creates internal tensions because organizations are required to host logics that are contradictory in exploration and use (Smith & Lewis, 2011: 381). The ambidexterity can also root in their managers' ambidextrous conduct. Managers, for example, require creative thinking that is contradictory, as well as a wide array of activities and roles and the capacity to grow (Mom, Van Den Bosch, & Volberda, 2009: 812).

7. The Research Problem:

How do the behaviors of managers in public sector organizations affect the perceptions of their employees? The research problem seeks to

address the gap in the literature on the impact of managerial behavior on employee perceptions in the public sector, which can contribute to the development of effective managerial practices and policies to improve organizational performance and employee well-being.

8. The Importance of The Research:

Understanding the impact of managerial behavior on employee perceptions can help organizations to develop effective management practices and policies that can improve organizational performance by reducing turnover, absenteeism, and increasing productivity. Also, the research can provide insights into the types of leadership behaviors that are effective in the public sector, which can guide the development of leadership training programs and the selection of managers who exhibit the desired behaviors. Additionally, the research can help public sector organizations to create a positive work environment, improve employee satisfaction, and ultimately enhance their ability to serve the public effectively.

9. Hypothesis:

H1. There is no significant relationship between managers' behaviors and employee perceptions.

H2. There are statistically significant differences at the level ($\alpha \leq 0.05$) of the effect of managers' behaviors on the perceptions of public sector employees according to their personal characteristics due to demographic variables.

10. Methods:

The study was a descriptive cross-sectional design, carried out in different organizations in the health sectors in Erbil City in Iraq, specifically in the public sectors, from July 1st to 15 December of 2021. Of the 600 questionnaires distributed, 580 were received and completed properly, while 20 forms were missing, and as a result, the sample size were 580 people. During the COVID-19 outbreak in Iraq, data were gathered online. All participants who wanted to take part were eligible, but participants who failed to respond to the questionnaire format were excluded. As a result, the researcher was unable to gather field data due to the COVID-19 pandemic. People in general are sensitive and avoid each other because of this deadly epidemic (Yilmaz, & Ameen, 2021:79). Ethical and management permission were sought for the study. The questionnaire was used to collect data that consisted of two parts: part one comprised of 7 questions that addressed

participants' socio-demographic characteristics, and part two consisted of 20 items concerned "analysis of authority of managers according to the demographic characteristics of employees demographic characteristics" addressed to the participants.

Statistical analysis:

- ❖ Data were analyzed by using SPSS version (24). The following statistical procedures were applied:
- ❖ Frequencies and percentages were used for descriptive data analysis Mean and standard deviation
- ❖ Chi-square test of association was used to compare between the impact of managers' behaviors on the perceptions of public sector employees with socio-demographic characteristics.
- ❖ p-value: The P-value is known as the probability value. It is defined as the probability of getting a result that is either the same or more extreme than the actual observations. < 0.05 was designated Significant

11. Results and findings

Table (1): Socio-demographic characteristics of study sample

Items	Variables	Frequency	Percentage
Gender	Male	290	50.0
	Female	290	50.0
	Total	580	100.0
Age	18-25	106	18.3
	26-40	195	33.6
	41-50	181	31.2
	51 above	98	16.9
	Total	580	100.0
Educational level	Secondary	10	1.7
	Diploma	30	5.2
	Bachelor	351	60.5
	Master	149	25.7
	PhD	40	6.9
	Total	580	100.0
Marital State	Single	209	36.0
	Married	365	62.9
	Divorced	6	1.0
	Total	580	100.0

Items	Variables	Frequency	Percentage
Job Status	Permanent	436	75.2
	Temporary	144	24.8
	Total	580	100.0
Years of Service	1-5 years	70	12.1
	6-15 years	284	49.0
	16 years and above	226	39.0
	Total	580	100.0

Source: Prepared by researchers based on statistical software (SPSS)

Table 1 revealed that the researcher takes an equal number of male and female participants which is about 290, this is for the sake of balance in the study. It was also noted from the table that most of the sample members were within the two categories (26-40, 41-50) years old, as the number of sample members within these two categories is (195) individuals, which is (33.6%), and (181) individuals, which is (31.2%). Most of the sample members hold a bachelor's degree, with a percentage of (60.5%). A high percentage of participants were married which was about (36.0%). More employees on permanent job status which are about (75.2%). As for the years of service, it indicated that most of the participants are in the categories (6-15 years and 16 years and above), which was about (49%) and (39%).

Table (2): Analysis of Authority of managers According to The Demographic Characteristics of Employees

Items	Mean	Std. Deviation	Response level
Q1. More efficient in making decisions at the management level	2.7259	0.52471	High
Q2. Takes employees' opinions on new decisions before implementing them	2.5690	0.63876	High
Q3. Encourage employees to take initiative and innovate in order to complete the tasks assigned to them.	2.5276	0.68862	High
Q4. More efficient in facing problems, and dealing calmly in finding solutions	2.6431	0.63725	High
Q5. Use of authority to make decisions in favor of employees (eg leave, bonuses, compensation).	2.5810	0.66648	High

Items	Mean	Std. Deviation	Response level
Q6. The ability for employees to contact a manager at any time regarding work or workplace concerns.	2.6897	0.58202	High
Q7. Encouraging team members to problem solve proactively	2.4448	0.70678	High
Q8. Allow employees to make decisions by themselves	2.4655	0.63342	High
Q9. Allow employees the freedom to work and decide for themselves	2.4155	0.69648	High
Q10. Employees feel that the manager trusts them.	2.3966	0.69141	High
Q11. Respects the organization's staff and supports their recommendations.	2.6638	0.58690	High
Q12. The manager develops team spirit and team behavior	2.5776	0.63233	High
Q13. Treat employees justly and retain employees	2.4707	0.70589	High
Q14. Official reporting of differences in performance measures	2.6345	0.63912	High
Q15. Conduct regular one-on-one meetings among all employees to provide feedback on job performance and track goals	2.5966	0.65128	High
Q16. Communicate positive feedback for good performance to maintain employee morale, commitment to goals, and a sense of value in the organization.	2.6017	0.61781	High
Q17. Respond quickly and help the employee achieve personal and organizational goals.	2.4741	0.71574	High
Q18. Ensure that you providing systematic solutions to problems that	2.4517	0.65664	High

Items	Mean	Std. Deviation	Response level
are tailored to your employees' specific strengths.			
Q19. Maintaining balance in the organization, allows employees to be freer.	2.5517	0.65109	High
Q20. Having a clear strategic vision for the team	2.4638	0.68822	High
Total average of all questions	2.5472	0.65054	High

Source: Prepared by researchers based on the thesis done by Casanova-Charles (2019: 82) and Kissi (2012: 165)

Table 2 revealed that the employees' response in Iraqi organizations is high in the mean averages of all questions, which has led to managers being more efficient in making decisions at the management level, taking the employees' opinions into account in new decisions related to tasks, duties, and the organization's future. Employees are comfortable with their leaders, according to the results, because the managers encourage employees to take initiative, innovate, and address problems in a proactive manner, giving employees the flexibility to work and make their own decisions. Employees believe the manager trusts and respect them. The result shows that the second part of the questions related to analysis of authority of managers according to the demographic characteristics of employees. Which was about 20 items, so the statistical analysis revealed that the total average of all questions was (2.5472) it was more than the standard of study value, which about (2.34); including three items of the questions got the highest score of acceptance rate, respectively (Q1, Q6, Q11). This part indicated that a high acceptance rate according to the standards of the study and this shown that the high level of all the questions about Analysis of Authority of managers.

Regarding the responses to the overall items related to the analysis of the authority of managers according to the demographic characteristics of employees with "Agree" according to variables of gender, age, and education level. The results revealed that the males are more responsive and agree with all questions by percentage (31%) while the female about (33%). The age between (26-40) of participants are more responsive and agreed with all items, which about (21%) while the group (41-50) was about (20%), aged between (18-20) about (12%), and aged 51 and above about (11%). The

holder of bachelor's degrees from the participants are more responsive and agreed with all items which is about (39%), while for other education levels as MSc about (17%), Ph.D. about (4%), diploma about (3%), and secondary about (1%). These results are shown in Figure 1 below.

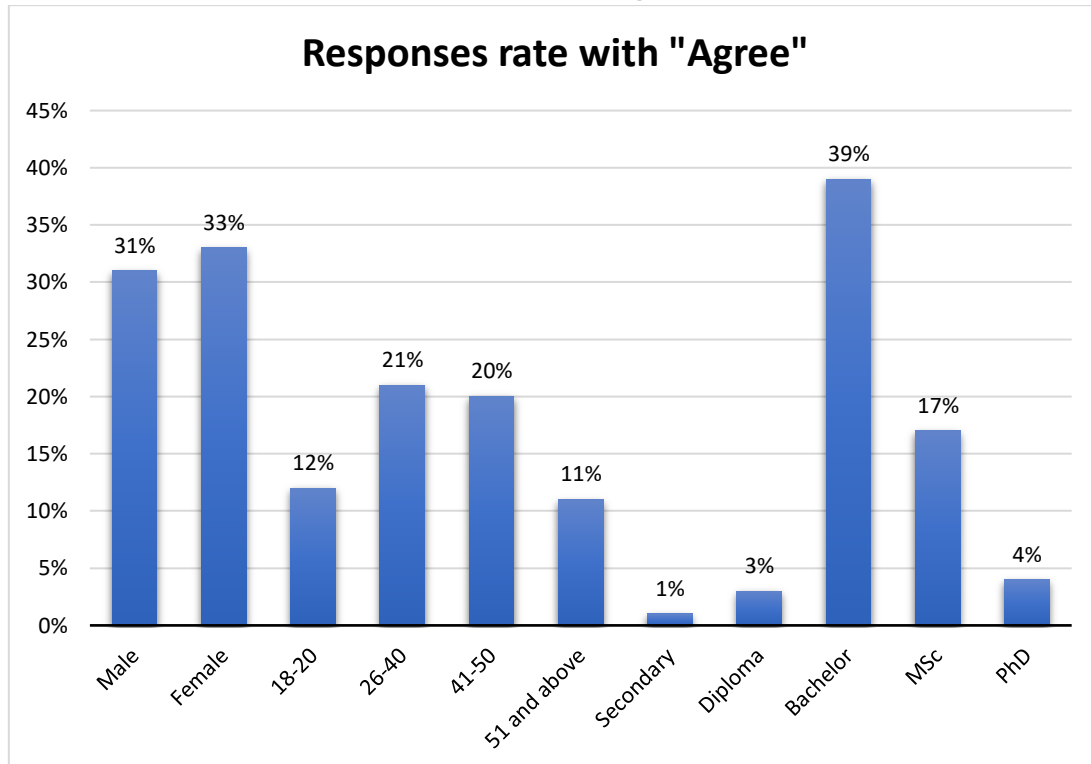


Figure (1): Statistical Analysis for Responses with "Agree" of Items Regarding Gender, Age, and Education Level.

Figure prepared by researchers based on XLS software.

Regarding the responses to the overall items related to the analysis of the authority of managers according to the demographic characteristics of employees with "Agree" according to variables of marital state, job status, and years of service. The results illustrated that the married participants were more responsive and agree with all items, which is about (40%) while the single is about (23%), and divorce is about (0.6%). The permanent job status is more responsive and agrees with all questions, which is about (48%) while the temporary job status is about (16%). Regarding the job services, the 6-15 years are more responsive and agreed with all items, which is about (31%) while the 16 years and above in job services is about (25%), and 1-5 years is about (8%). These results are shown in Figure 2 below.

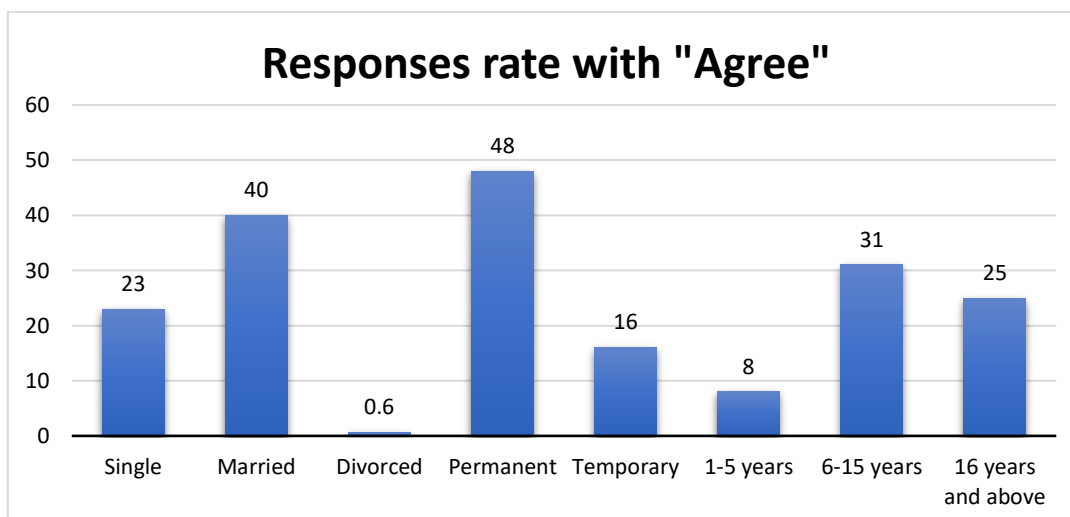


Figure (2): Statistical Analysis for Responses with "Agree" of Items Regarding Marital State, Job Status, and Years of Service.

Figure prepared by researchers based on XLS software.

Table (4): Association Between Demographic Characteristic Variables and Items of Analysis Managers' Authority According to The Demographic Characteristics of Employees

Variables	Value	Df	P. Value
Gender	1456.153 ^a	29	0.004
Age	3814.989 ^a	74	0.001
Educational level	975.077 ^a	46	0.000
Marital State	4879.025 ^a	118	0.022
Job Status	4682.625 ^a	74	0.000
Years of Service	1480.000 ^a	24	0.000

Source: Prepared by researchers based on statistical software (SPSS)

Table (4): shows that there was a significant association between all demographic characteristic variables and items of analysis of managers' authority according to the demographic characteristics of employees. The result shown that there is an association between all the variables.

12. Discussion: According to the study's findings, employees in Iraqi firms responded to questions with high average scores, which increased managers' effectiveness when making decisions at the management level and taking employees' opinions into account when deciding on new tasks. duties and the future of the business Employees trust their managers, according to the research, since they provide them the flexibility to work independently and independently make judgments while also encouraging them to take

initiative, innovate, and proactively solve problems. This finding agreed with the study done by Farid, Hakimian, and Ismail (2017: 304) who mentioned that leader-member interchange plays a vital role in the relationship between employees' innovative behavior and their ability to recognize, take risks for change, and be paternalistic. leaders have a clear goal in mind: to improve employee innovation by improving the exchange relationship. Asrar-ul-Haq and Kuchinke (2016: 61) suggested that, in terms of employee performance outcomes, there is a statistically significant relationship between transformational leadership, managers and employees. It had a negative association with employee performance outcomes like effectiveness and satisfaction, but a favorable link with organizational performance outcomes like profits.

Results from the study conducted by Akgunduz, Dalgic, and Kale (2016: 52) mentioned that managers' support and self-serving leadership behavior have a detrimental impact on employee job satisfaction. Managerial input, on the other hand, has a favorable impact on employee work satisfaction. Although managers' support influences organizational employees' behavior positively, managers' self-serving leadership behavior has a negative impact. Rad and Yarmohammadian (2006: 25) Noticed that employee job satisfaction was substantially connected with and influenced by managers' leadership styles, particularly the employee-oriented dimension. It was also thought that managers in companies needed a better knowledge of the interrelationships between these elements.

From the findings of Armenakis and Harris (2009: 137) who discovered that employees who were allowed to engage in the change by their managers reported feeling more in control, supporting the premise that change participation methods can instill a sense of ownership and power over the change process. Biggane et al (2017: 19) mentioned that managers can influence assessment processes through timely and accurate information provided by their subordinates. Results from the study conducted by Francis-Smythe et al (2013: 17) illustrated that experienced managers of senior management often use evidence acquired by fellow professionals (internal and outside their organization) when confronted with some of their most significant challenges and that their second most preferred form of evidence was the intuition or instinct they had. Personal experience and personal

values were of great importance and the evidence for research was only minimally used.

Managers differ from executors in an organization. Only people who are qualified to hold administrative positions scientifically and competently achieve this position. They are spread across the organization and perform a wide range of functions and roles. The higher you rise in the organization's ranks, the further away you are from the daily work and work of the employees of the organization. Whilst the manager and vice-chairmen focus their efforts on strategic issues, investment and overall coordination, directors participate directly with service staff and provide internal assistance to other groups. The manager also serves as a bridge between senior management to translate high-level strategies and objectives into corporation operational plans. A manager's challenging role is accountable for leadership, motivation and support for executives and employees at the front. Managers usually feel like they're pulled between senior leaders' needs and those of the people who do the work of the organization. The findings reject the first hypothesis and supported the second hypothesis.

13. Conclusion: The study's findings indicated that the employees' response in Iraqi organizations is high in the averages of all questions, resulting in a rise in managers' efficiency in making decisions at the management level, taking into consideration the views of employees in new task decisions, responsibilities, and the company's future. According to the findings, employees trust their managers because they encourage them to take initiative, innovate, and proactively solve problems, as well as allow them the freedom to work independently and make their own decisions. Managers are believed to be in touch with employee well-being. The study indicated a high acceptance rate according to the study criteria, and this indicates the high level of all questions about the analysis of managers' authority. Other findings revealed that males have a better perspective than females on manager behaviors and decisions from this study and that they were able to adapt to all of these decisions or actions and perform their tasks better, and that the average age has sufficient strength in carrying out duties and better performance in their tasks.

14. Recommendations: Managers should make an effort to establish a good rapport with their staff members, communicate honestly and freely, and show empathy. By modeling the conduct, they want from others, managers

should serve as role models for their staff. This entails being on time, abiding by workplace rules and regulations, and showing consideration for others. Good managers provide tasks and duties to their staff members in accordance with their qualifications and areas of strength. This not only aids in the growth of their team's talents but also frees up the manager's time to concentrate on other crucial jobs. On a regular basis, managers should offer their staff constructive criticism. Employees may perform better, feel valued, and remain engaged as a result. Also, managers should set a good example for employees and uphold the company's core values. This entails acting morally, honestly, and openly in all of their encounters. Additionally, Employers should be encouraged to collaborate and work as a team.

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