THE ROLE OF SOCIAL CAPITAL IN STRENGTHEN THE QUALITY OF DECISION-MAKING(FIELD RESEARCH AT THE GENERAL COMPANY FOR COPPER AND MECHANICAL INDUSTRIES)

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ABSTRACT

This research aims to diagnose and explain the nature of the relationship correlation and influence between social capital in its dimensions, and the quality of decision-making in the general Company for Copper and Mechanical Industries, The research community and sample consisted of officials at the higher administrative levels, department managers, and division officials. The sample size was (140) individuals who were chosen randomly, The questionnaire is the main tool for data collection and data analysis using the Pearson correlation coefficient, simple regression model, and coefficient of determination, according to the analytical descriptive approach, The most prominent results were that the managements of the General Company for Copper and Mechanical Industries use social capital with its combined dimensions to enhance the quality of decision-making for them more than if they used these dimensions individually to achieve quality in decision-making, This conclusion indicates the existence of a correlation and impact relationship between social capital and the dimensions and quality of decision-making, One of the most important recommendations was the need for the management of the General Company for Copper and Mechanical Industries to confirm the investment of the dimensions of social capital in a comprehensive way rather than investing it individually to enhance the quality of decision-making and bring about many changes and developments in these dimensions, In order to achieve goals and implement duties and tasks through teamwork through the participation of workers with different aspirations and visions in the work.

Keywords: social capital, quality of decision-making.

I. INTRODUCTION

The field of organization theory and organizational behavior is characterized by the fact that it overlaps in its orientations and proposals with many other sciences, such as sociology, psychology and other sciences, So that he borrows many propositions and concepts to apply them to the study of organizations of all sizes and types, It presents many advanced theories based on principles borrowed from other fields of knowledge, The topic of this research does not depart from this direction, As the concept of social capital emerged as a result of the efforts of a number of researchers in the field of sociology, including (Hainfan, 1916) and (Jacobs, 1961), and around them, sociologists who became the first to research this subject through investigation and study, so that the subject fell between the grip of organizational behavior scientists and specialists It turns into one of the important and effective topics taught in the field of organization science, Therefore, it is considered a developed concept of organizational behavior, which in turn reflects the nature of common social relations between individuals inside and outside the organization and the society that surrounds them.

On the other hand, the quality of decision-making refers to the organization's ability to make correct and accurate decisions, whether they are taken collectively, consultatively or individually, and its reliance on high quality information, This is because the decision-making behavior passes at every moment of human life and a currency, so in recent years the decision-making behavior has been researched in the manner of behavioral theory, which makes decision-making focus on the concrete scene and obtain more relevant results related to its quality.
Accordingly, the research focused on studying the research problem related to determining the relationship and impact between social capital and the quality of decision-making. And an indication of the organization's ability to build social relationships and work networks capable of making efficient and effective decisions with high quality. In line with the research problem, the need to find a solution to this problem, a set of goals that the research seeks to achieve were developed, the most important of which was to identify the level of social capital and the quality of decision-making in the organization under study. This research included four sections, the first topic included the research methodology and previous studies, the second topic included the theoretical framework, the third included the practical side, and the fourth included the conclusions and recommendations.

The first topic / research methodology and previous studies
The first requirement: research methodology
This requirement aims to clarify the research problem, its importance and objectives, the research model and its hypotheses, in addition to the research community and sample, and data collection sources.

A- Research problem: The research stems from the problematic that questions still exist about the nature of the relationship between social capital and the quality of decision-making and the extent to which each affects the other, Therefore, the basic research idea crystallizes through its quest to explain the relationship between the research variables, They are (social capital, and the quality of decision-making with their sub-dimensions). Despite the contributions of many writers and researchers about these variables, The researcher’s review of previous studies and research in this field shows the absence of cognitive clarity that combines variables in one research, Especially in public companies, This indicates the existence of a knowledge gap related to determining the nature of the relationship between the research variables, Accordingly, the research problem is embodied by answering the following question: What is the role of social capital in enhancing the quality of decision-making? From this question the following questions arise:

1- What is the concept and components of social capital, and the quality of decision-making?

2- What is the level of the nature and practices of social capital, and the quality of decision-making to remove them in the organization in question?

3- What is the nature of the correlation and influence relationship between social capital and the quality of decision-making in the organization under consideration?

B - Objectives of the research: The objectives of the research are embodied in the following:

1- Understand the concept, importance and components of social capital and the quality of decision-making.

2- Identifying the level of social capital and the quality of decision-making in the organization in question.

3- Revealing the relationship of correlation and influence between the dimensions of social capital and the quality of decision-making in the organization under study.

C- The importance of research
The importance of the research is highlighted by the importance of the research variables that were concerned with diagnosing and treating them and showing their mutual relationship, As the social capital is one of the most important components of the organization, it is no less important than the rest of the other capitals, Because it stems from social relations, values and beliefs between individuals, which depend on trust, reciprocity and mutual cooperation among them, On the other hand, the quality of decision-making is the essence of administrative work. The decisions taken have a significant impact on the organization, The higher the quality decisions, the more successful they are in performing their tasks.

The importance of the research also stems from the importance of the applied aspect of the research in that the research sample was applied in one of the industrial sectors, especially with the lack of and recent studies that dealt with the role of social capital in enhancing the quality of decision-making.

D- Research Methodology
To achieve the objectives of the research, the researcher relied on the descriptive analytical approach to formulate the theoretical and applied framework, because it is one of the most widely used methods in the study of human and social phenomena. It was defined as one of the methods of analysis based on complete and accurate information on the subject of the research within limited time.

**E- Research hypotheses:** The research starts from the following hypotheses:

The first main hypothesis: There is a significant correlation between social capital with its dimensions and the quality of decision-making. It is derived from the main hypothesis and the following sub-hypotheses:

1- There is a significant correlation between the structural dimension and the quality of decision-making.
2- There is a significant correlation between the cognitive dimension and the quality of decision-making.
3- There is a significant correlation between the relational dimension and the quality of decision-making.

The second main hypothesis: There is a significant effect relationship of social capital with its dimensions on the quality of decision-making. It is derived from the main hypothesis and the following sub-hypotheses:

1- There is a significant effect relationship to the structural dimension on the quality of decision-making.
2- There is a significant effect relationship to the cognitive dimension on the quality of decision-making.
3- There is a significant effect of the relational dimension on the quality of decision making.

**F - Search form**

The hypothetical scheme illustrates the main idea of the research, as well as clarifying the correlation and influence relationship between the influential variable represented by the dimensions of social capital, and the responsive variable represented in the dimensions of the quality of decision-making.

![Diagram](image)

Figure No. (1) The hypothesis of the research

**Source:** Researcher's numbers

**G- Population and research sample**

The industrial sector was chosen as a research society, as this sector deals with the most important human resources. The General Company for Copper and Mechanical Industries was chosen as a field aspect for the research. The research sample consisted of a number of officials at the higher administrative levels, department managers, and people's officials. The total sample of the research was (150) individuals, it constitutes (75%) of
the research community of (200) individuals, (140) valid questionnaires were retrieved for statistical analysis that formed the final sample of the research.

H- Tests of validity and stability of the questionnaire

It was done to verify the apparent validity of the questionnaire by presenting it to a group of arbitrators with expertise and competence in administrative sciences. The number of them (12) are arbitrators, in order to ensure the correctness of the linguistic formulation, and the affiliation of the axes paragraphs to the questionnaire. The observations and changes they made to the questionnaire’s paragraphs were taken into consideration, including adding and reformulating some of the paragraphs. As for the reliability test, it was done by calculating the Cronbach's alpha coefficient, as it reached (0.92) for all paragraphs of the questionnaire, and this confirms the validity of the questionnaire.

J- Sources of data collection: The researcher relied on covering the research topic on two aspects:

1- Theoretical side: the researcher relied on covering the theoretical side on Arab and foreign sources in electronic and public libraries, which included books, letters, theses, periodicals, and articles related to the research topic.

2- The practical aspect: the questionnaire was relied upon as a main tool for collecting data and information related to the practical aspect of the research. In order to test the research hypotheses to reach the results, the (Likert) five-point scale was relied on, the value of which ranges between (5) strongly agreed, and (1) strongly disagree to answer its paragraphs, and the questionnaire contained two main sections, the first section of which presented personal information, The second was the presentation of the questionnaire’s paragraphs. This section included, first, a measure of the dimensions of social capital approved by (Chamindika weerakoon, 2019), Paragraphs (1-15) at the rate of (5) paragraphs for each dimension. And secondly, the dimensions of the quality of decision-making if the scale of each of (Saqib Shamim, 2019 and Dawid Szutowski, 2020) is based, For paragraphs (16-25) at the rate of (5) paragraphs for each dimension.

The second requirement: previous studies

First: previous studies: The previous studies are considered one of the main pillars for building the current research to present the intellectual framework for the current research variables in order to find a number of solutions to the research problem presented.

A- Study (Weerakoon, et al, 2019)

The study aimed to identify an increased understanding of the role of opportunity stimulating factors and knowledge creation in linking social capital to the company's ability to innovate. The study community is one of the social institutions in Australia, The sample size was (112) employees of managerial level in Australian social institutions, The questionnaire is the main tool for collecting and analyzing data using the Likert scale, according to the experimental survey method. Among its most prominent results, the strength of association and shared vision are positively related to innovation, and trust is not significantly related to innovation, and strength, trust and shared vision are positively related to each other, One of the most important recommendations was for managers of social enterprises to create more opportunities to share knowledge and promote a common vision to maintain a higher level of innovation.

B- Study (Krishen, et al, 2019)

The study aimed to identify the understanding of social capital in terms of the context of its relationship to the success of social networks through a cross-cultural analysis, The study population consisted of students from the University of the United States of America and Poland, The sample size was (556) students, The questionnaire is the main tool for collecting and analyzing data using the partial least squares approach, One of its most prominent results was that the success of social media is less in Poland and that this result is linked to a decrease in the capital of social networks in Polish society, One of the most important recommendations was that media
designers should try to maintain high information quality but most importantly, they should increase community interaction for a well-known Polish that can mitigate societal barriers to the success of social media.

C- Study (Nasir, et.al, 2020)
Big Data Management And Environmental Performance: Role Of Big Data Decision-Making Capabilities AndDecision-Making Quality.

The study aimed to identify the role of decision-making capabilities on big data towards the quality of decision-making and environmental performance among Chinese public and private hospitals, The study population consisted of administrative staff (IT experts and executives) in Chinese hospitals, The sample size was (752) respondents, The questionnaire is the main tool for collecting and analyzing data using the statistical program PLS-SEM, Among its most prominent results, the results were that the decision-making capabilities related to big data played a major role in improving the quality of decision-making (effectiveness and efficiency), which contributes positively to the environmental performance in public and private hospitals in China, One of the most important recommendations was the need to provide guidelines required by hospitals to enhance their big data capabilities to improve the quality of decision-making and environmental performance.

D- Study (Alkatheeri, et al, 2020)

The study aimed to identify the expansion of knowledge in the field of big data quality, the quality of knowledge management, management information systems and the quality of decision-making in the United Arab Emirates, The study population consisted of employees working in the General Directorate of Residency and Foreigners Affairs in Dubai and the Telecommunications Regulatory Authority in the United Arab Emirates, The sample size was (398) employees, The questionnaire is the main tool for collecting and analyzing data using structural equation modeling, Among its most prominent results, there was a significant impact of the quality of big data on the management information system, which in turn affects the quality of decision-making, One of the most important recommendations was to pay more attention to management information systems, in order to enhance the quality of decision-making in public sector institutions.

The second topic / theoretical framework for research
The first requirement: social capital

This requirement aims to build the theoretical background for the subject of social capital in brief in order to clarify its concept, importance and dimensions:

A- The concept of social capital
Various authors offer different definitions of social capital, as it is the sum of actual or potential resources associated with group membership (Pereza, et.al, 2020: 4), Thus, social capital is usually described as a resource for a group or society (Leonard and Bellamy, 2015: 1052), It is also defined as valuable resources that are embedded in the networks of individuals and can be mobilized to improve the lives of individuals (Tulin, et.al, 2018: 295), because it is concerned with using and investing the resources embedded in social relations in order to achieve the expected returns (Cemalcilar and Goksen, 2014: 97), Any set of actual or virtual resources that belong to the individual by virtue of his possession of a permanent network of institutional relations to a degree of acquaintance and mutual recognition between individuals. (Ocquyt, et.al, 2019: 3).

Describe (Alvarez, et.al, 2016: 2) social capital as the resources that can be accessed through direct individual connections more closely related to social support, information channels, and social qualifications, He said (Heffron, 2020: 29) that insurance benefits by virtue of membership in social networks or other social structures.

On the other hand, social capital is considered as the features of social organization such as norms, networks and social trust that facilitate cooperation and coordination for mutual benefit (Deng and Peng, 2018: 3). This means a network of relationships, values, obligations, rules of conduct and channels of information. Social capital has been conceived not as a resource in itself, but as a means of acquiring resources (Aecodia and Whitford, 2006: 4), Over time through trust and reciprocity rules that facilitate cooperation and coordination for mutual benefit (Keating and Dosmon, 2009: 302).
b- The importance of social capital

The importance of social capital appeared in the societal and structural processes to end distinct processes in which individuals and groups in which they are integrated can have varying levels of social capital, (Rose and Clear, 2002: 185), That is, social capital at the structural and individual level is important for organizations, and is considered the infrastructure for workers in the organization through the exchange and development of knowledge (Kwon And Adler, 2014: 412), Increasing rates of cooperation between employees, and facilitating the process of sharing knowledge in the organization, including both intangible and tangible knowledge. (Clercq, et al., 2013: 508).

Where he found social capital in the organization to represent a valuable source for generating new products, inventing new ideas, and creating new business opportunities through which companies can help overcome risks that prevent improving the ability to manage risks, and make stable decisions (Liu, et.al, 2018: 259), The importance of social capital in the organization emerges from the limited materials, experience and credibility, which facilitate the exchange of knowledge between organizations through social and economic interactions, and the identification and development of business opportunities that competitors cannot see and develop (Butusserry, et.al, 2019: 5).

D- The dimensions of social capital

Researchers differed in determining the dimensions of social capital, some of them defined it in three dimensions they are: (Kongstad, 2019: 19), (Weerakoon, et.al, 2019: 2), (Aceves and Flores, 2017: 5).

1- structural dimension: This dimension refers to the relationships and social networks that emphasize the type and strength of the relationship within the work network, and its suitability for the organization (Akcomak, 2008: 38), That is, it is the general composition, and mode of communication between the actors in the network that is analyzed from different points of view such as link strength, centrality, network stability and size (Lefebvre, et.al, 2016: 571), This dimension relates to network patterns as a whole including size, density, heterogeneity, and the individual's position within the social network structure (Schwarz, 2017: 59).

2- Cognitive Dimension: Cognitive dimension refers to the resources that provide shared representations and interpretations such as shared values, standards and meanings (Aceves and Flores, 2017: 5), Shared behavior through symbols, language and shared narratives, and shared symbols, language and narratives can be understood as linguistically and socially specific ways of behavior shared by a particular social group that facilitate easy exchange of information in social networks (Kongstad, 2019: 21), This dimension describes the common understandings between members of a social unit to exchange knowledge and resources that individuals develop with each other to exchange experiences and information (Razzaque, 2016: 8).

3- Relational dimension: This dimension refers to the strength and quality of the relationship with familiar people outside the work network. This dimension measures the ability to exchange different information, the frequency of interaction between different actors, and the mutual trust between them (Yan and Guan, 2017: 3), which consists of the interpersonal relationships that individuals develop with one another through frequent interactions, namely trust, trustworthiness, and social interaction (Lindstrand, et.al, 2011: 197), and respect and reciprocity created through the history of interactions and commitments to the social network (Gonzalez, 2017: 5).

The second requirement: the quality of decision-making

This requirement aims to build the theoretical background for the issue of quality decision-making in brief in order to clarify its concept, importance and dimensions:

A- The concept of quality of decision-making

Many writers and researchers have cited different definitions that show the concept of quality decision-making, and a high-quality decision was defined as the decision in which the chosen action matches the planned goals (Elmelegy, 2015: 92), The quality of decision-making was defined as the accuracy and integrity of decisions (Ghasemaghaei, 2019:15), That is, it is a mental and cognitive process that leads to choosing a course of action from among several varying scenarios (Mohammad, 2012: 29), And (Kock and Gemunden, 2016: 12) referred to the quality of decision-making as the degree to which portfolio management decisions are made, such as starting
Describe (Phornlaphatrachakorn, 2017: 77) the quality of decision making as the extent to which the strategic choice depends on sound information, achieves its objectives and participates in the overall effectiveness of the organization through the organization’s ability to do the right thing at the right time with the right people. The decision depends on the quality of the prior information, and the quality of the processes of the decision-making team (Hahlweg, et al., 2017: 1), said (Kariv and Silverman, 2012: 2) that the quality of decision-making is the lack of similarity in the behavior of most studies that collect unusually high-quality data, as the idea of decisions differs in quality and that people differ in their decision-making capabilities.

b- The importance of quality decision-making

The quality of decision-making is of particular importance due to its place in daily life and career, so high-quality decision-making must be maintained in an information-rich environment (Sproten, 2012: 2), In administrative work, because each important administrative process requires a different type of information than other processes, (Alkatheeri, et al., 2020: 12066).

The expected importance of these decisions increases through the predominance of the contexts in which administrative work occurs, and the extent to which the leaders of administrative work are able to make high-quality decisions (Clarke and Campbell, 2020: 4), Because many decisions in the organization are made in a complex and uncertain environment where information in the organization can be evaluated using groups and systems that do not know precisely the consequences and organizations that oppose the objectives and constraints given within the multi-stage decision-making process (Blanco-Mesa, et al., 2017: 2033), Therefore, the quality of decision-making is important because it determines the content of the organization's strategies and its commitment to effective implementation that distinguishes the official and the manager from others in order to eliminate the problems facing the organization (Vandekerkhof, et al., 2018: 3).

C- The Dimensions of the quality of decision-making

By reviewing many previous studies, we found some studies that took the quality of decision-making from two main dimensions: (Nisar, et al., 2020:7), (Szutowski, 2020:185).

1- Effectiveness of decision-making: The quality of decision-making refers to the effectiveness of decision-making, and effectiveness is achieved in the decision-making process if the capabilities of big data serve ideally for making complex decisions (Nisar, et al., 2020: 7), That is, the extent to which the decision achieves the goals set by the administration at the time of decision-making that can be achieved by enhancing the quality of decision-making (Wang and Byrd, 2017: 3).

Effectiveness is achieved as a result of good decision-making facilitated by information and data management capabilities that enable the organization to make decisions based on accurate information, through the decision-makers’ satisfaction with achieving the desired results (Shamim, et al., 2019: 5), Big data is data that has the attributes of high volume, diversity, and velocity as a valuable aspect of emerging organizations that allow them to make better and more informed decisions in the organization (Ghasemaghaei and Turel, 2020: 2).

2- Decision-making efficiency: The quality of decision-making leads to improved results in the efficiency of decision-making, if accuracy in data quality plays an important role in the effective decision-making process to correct bad data management and the pursuit of efficient decision-making, through the capabilities of big data management and providing decision-makers with useful information and knowledge (Nisar, et al., 2020: 8), Decision-making efficiency is defined as the ratio between inputs and outputs, i.e., system outputs divided by its inputs, which is a measure of how well the system converts its inputs to the desired benefit generated by the quality of outputs at a lower level of inputs or the use of fewer resources while maintaining the same output quality (Szutowski, 2020: 186).

Accordingly, it is possible to achieve efficiency in decision-making by exploiting the intellectual capabilities of decision-makers and providing them with the knowledge and skills that enable them to make decisions with high
quality so as to gain a competitive advantage against their competitors in accordance with the organization’s
capabilities and resources, time standards and risks of failure (Demirbag, et.al, 2010: 95).

The third topic: the practical side

This topic includes testing the correlation hypotheses between the main and sub variables using the statistical
methods represented by the correlation coefficient (Person). It included testing the hypotheses of the effect
between the main and sub-variables of the research using the statistical methods represented by simple linear
regression analysis, so this requirement included:

1- Testing the correlation between the research variables

The relationship correlation between social capital and its dimensions and the quality of decision-making stipulated by the first main hypothesis will be tested and analyzed (There is a significant correlation between social capital with its dimensions and the quality of decision-making), Table (1) shows the correlation between the research variables.

<table>
<thead>
<tr>
<th>Sub-variables</th>
<th>Decision-making quality</th>
<th>The number of correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main variables</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>structural dimension</td>
<td>X1 0.78**</td>
<td>1</td>
</tr>
<tr>
<td>cognitive dimension</td>
<td>X2 0.67**</td>
<td>1</td>
</tr>
<tr>
<td>relational dimension</td>
<td>X3 0.75**</td>
<td>1</td>
</tr>
<tr>
<td>social capital</td>
<td>X 0.83**</td>
<td>1</td>
</tr>
<tr>
<td>The number of correlations</td>
<td>4</td>
<td>8</td>
</tr>
</tbody>
</table>

Source: Researcher's numbers based on SPSS outputs N=140

** Morale level (0.01)
* Morale level (0.05)

Table (1) shows that there is a strong statistical correlation between the total social capital and the quality of decision-making, with a value of (0.83**), at Morale level (0.01), This indicates that the social capital link is of great importance in the quality of decision-making, The structural dimension also showed a strong statistical correlation, With the quality of decision-making (0.78**), at Morale level (0.01), This result indicates the importance of social capital in the quality of decision-making, The cognitive dimension also showed a strong statistical correlation, With a decision-making quality of (0.67**), at Morale level (0.01), This result indicates the importance of social capital in the quality of decision-making, The relational dimension also showed a strong statistical correlation, With a decision-making quality of (0.75**), at Morale level (0.01), This result indicates the importance of social capital in the quality of decision-making.

Through the results in Table (1) and the analysis of the correlation relationship that emerged from it, we conclude the following:

A- Acceptance of the first main hypothesis that says (there is a significant correlation between social capital with its dimensions and the quality of decision-making).

B- Acceptance of the first sub-hypothesis of the first main hypothesis (there is a significant correlation between the structural dimension and the quality of decision-making).

C- Acceptance of the second sub-hypothesis of the first main hypothesis (there is a significant correlation between the cognitive dimension and the quality of decision-making).

D- Acceptance of the third sub-hypothesis of the first main hypothesis (there is a significant correlation between the relational dimension and the quality of decision-making).

2- Testing the influence relationship between the research variables
This paragraph deals with testing the impact relationship between social capital and its dimensions, and the quality of decision-making. Which stipulated the second main hypothesis (there is a significant effect relationship of social capital with its dimensions on the quality of decision-making), and the sub-hypotheses derived from it through the use of simple linear regression. Also (F) was used to test whether there is an effect relationship or not, As well as displaying the values of the marginal slope coefficient (B) and the interpretation coefficient (R) to measure the proportion of social capital in its dimensions to the changes that affect the quality of decision-making. Table (2) shows the relationship of influence between social capital and its dimensions on the quality of decision-making.

<table>
<thead>
<tr>
<th>responsive variable</th>
<th>decision-making quality ( Y )</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>( t )</td>
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<tr>
<td>social capital</td>
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<td>structural dimension</td>
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<td>cognitive dimension</td>
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<td>Relational dimension</td>
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<tr>
<td></td>
<td>16.18</td>
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<td>14.94</td>
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<td></td>
<td>10.79</td>
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<td>13.35</td>
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</table>

** Tabular value \((F)\) at Morale level \((0.01)\) and degree of freedom \((1,139)\) = \((6.63)\).

* Tabular value \((F)\) at Morale level \((0.05)\) and degree of freedom \((1,139)\) = \((3.84)\).

Tabular value of \(t\) at the level of freedom \((1,139)\) = \((2.57)\).

Source: Prepared by the researcher based on SPSS program outputs

It is clear from the table (2) following:

1- Social capital: The total social capital showed a significant effect with the variable quality of decision-making, All of them were statistically significant, as the \((F)\) value calculated for this model was \((282.73)\), It is higher than the value \((F)\) adult tabular \((6.63)\), This indicates the clear reflection of social capital in the quality of decision-making, This effect was significant in terms of the value of \((t)\) adult \((16.18)\), which is higher than the tabular value of \((2.57)\), was The coefficient of interpretation \((R^2)\) for social capital with decision-making quality was \((0.67)\), This indicates that social capital contributes to explaining \((67\%)\) of the change in the quality of decision-making, The remaining percentage \((33\%)\) indicates other variables that are not included in the research model, The value of the marginal slope \((B)\) was \((0.82)\), This indicates that the increase in social capital by one unit will lead to an increase in the quality of decision-making by \((82\%)\).

2- Structural dimension: The structural dimension showed an influence relationship with the variable quality of decision-making, This effect was statistically significant, as the value of \((F)\) calculated for this model was \((223.34)\), It is higher than the value \((F)\) adult tabular \((6.63)\), This indicates a clear and important reflection of the structural dimension in the quality of decision-making, This effect was significant at the value \((t)\) \((14.94)\), It is greater than its tabular value \((2.57)\), was The coefficient of interpretation \((R^2)\) for the structural dimension with the quality of decision-making was \((0.61)\), This indicates that the structural dimension explains \((61\%)\) of the changes in the quality of decision-making, What is the remaining percentage \((39\%)\) attributable to other variables not included in the research model, The value of the marginal slope \((B)\) between the structural dimension and the quality of decision-making was \((0.78)\), This indicates an increase in the structural dimension by one unit, which will lead to an increase in the quality of decision-making by \((78\%)\).

3- Cognitive dimension: This dimension showed an influence relationship with the variable quality of decision-making, This effect was statistically significant, as the value of \((F)\) calculated for this model was \((116.44)\), It is higher than the value \((F)\) adult tabular \((6.63)\), This indicates a clear and important reflection of the cognitive dimension in the quality of decision-making, This effect was significant in terms of the value \((t)\) adult \((10.79)\), was The coefficient of interpretation \((R^2)\) for the cognitive dimension with the quality of decision-making was \((0.45)\), This indicates that the cognitive dimension is able to explain \((45\%)\) of the changes that occur in the quality of decision-making, The remaining percentage \((55\%)\) is attributed to the contribution of other variables not included in the research model, As for the value of the marginal slope \((B)\) between the cognitive dimension and the quality of decision-making, it was \((0.67)\), This indicates that increasing the cognitive dimension by one unit will lead to an increase in the quality of decision-making by \((67\%)\).
4- Relational dimension: This dimension showed a significant effect model with the variable quality of decision-making. The effect was statistically significant, as the (F) value calculated for this model was (178.39), It is higher than the value (F) adult tabular(6.63), This indicates the clear and important reflection of the relational dimension in the quality of decision-making. This effect was significant in terms of the (t) value of (13.35), It is higher than the tabular value of (2.57), The interpretation coefficient (R2) for the relational dimension with the quality of decision-making was (0.56), This indicates that the relational dimension is able to explain (56%) of the changes in the quality of decision-making, The remaining percentage (44%) is attributed to the contribution of other variables not included in the research model. As for the value of the marginal slope (B) between the relational dimension and the quality of decision-making, it reached (0.75), This indicates that increasing the relational dimension by one unit will lead to an increase in the quality of decision-making by (75%).

Through the above results in Tables (2) and the analysis that emerged from it, we conclude following:

A- Acceptance of the second main hypothesis, which states (there is a statistically significant effect of social capital in its dimensions on the quality of decision-making).

B- Acceptance of the first sub-hypothesis emanating from the second main hypothesis, which states (there is a statistically significant effect of the structural dimension on the quality of decision-making).

C- Acceptance of the second sub-hypothesis emanating from the second main hypothesis, which states (there is a statistically significant effect of the cognitive dimension on the quality of decision-making).

D- Acceptance of the third sub-hypothesis emanating from the second main hypothesis, which states (there is a statistically significant effect of the relational dimension on the quality of decision making).

The fourth topic / conclusions and recommendations

A- Conclusions

Through the results of the research, a set of conclusions was reached, the most important of which can be mentioned as follows:

1- The results of the statistical analysis showed that the departments of the General Company for Copper and Mechanical Industries use social capital with its combined dimensions to enhance the quality of decision-making for them more than if they used these dimensions individually to achieve quality in decision-making. This conclusion indicates the existence of a correlation and impact relationship between social capital and the dimensions and quality of decision-making.

2- Through the results of the statistical analysis, it was found that there is a strong statistical correlation and impact between the structural dimension and the quality of decision-making. The company was also able to employ the changes that occurred in the structural dimension to further enhance the quality of decision-making.

3- The results of the statistical analysis in the General Company for Copper and Mechanical Industries indicated that there is a strong statistical relationship between the cognitive dimension and the quality of decision-making. In other words, the General Company for Copper and Mechanical Industries considers the perceptual dimension to be an important and decisive factor in enhancing the quality of decision-making.

4- The results of the statistical analysis showed that there is a strong statistical correlation and impact between the relational dimension and the quality of decision-making, which had a clear role in achieving additional impositions to form relationships and interactions between employees of the General Company for Copper and Mechanical Industries to enhance the quality of decision-making.

2- Recommendations

Based on the conclusions reached, a set of recommendations can be developed below:

1- It is necessary for the management of the General Company for Copper and Mechanical Industries to emphasize investing the dimensions of social capital in a comprehensive way rather than investing it individually to enhance the quality of decision-making and bring about many changes and developments in these dimensions,
In order to achieve goals and implement duties and tasks through teamwork the participation of workers with different aspirations and visions in the work.

2- The need to take advantage of the correlation and influence relationship between the structural dimension and the quality of decision-making in the State Company for Copper and Mechanical Industries to enhance the quality of decision-making. By making more changes in the policy of this dimension by expanding its organizational structure to show the map of social situations between the different administrative levels to achieve more returns in the quality of the decision taken.

3- The necessity of investing the nature of the relationship and influence between the relational dimension and the quality of decision-making in the General Company for Copper and Mechanical Industries to enhance the quality of the decision taken, And the introduction of many social relationships that represent an important and essential resource in the company to achieve a competitive advantage or work to develop it increasingly by showing the company's employees a great deal of integrity in dealing with aspects related to social relations.

4- Increasing interest in the correlation and influence relationship between the cognitive dimension and the quality of decision-making in the State Company for Copper and Mechanical Industries to enhance the quality of decision-making. And manage it in a way that increases its efficiency and interaction with other dimensions of social capital by taking great measures by understanding the common language and specific codes of linguistic, social and cultural behavior that a particular social group shares.

SOURCE

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