

Internal Decision Factors, Strategic Decision Effectiveness and Resistance to change in KSA Universities

Alfadhel, Abdullah Mohammed A, Dr. Mohamad Shah Bin
Kassim, Dr. Azmirul Bin Ashaari

Department of Business Administration, Faculty of Management, Universiti Teknologi
Malaysia, Johor, Malaysia

Email: mohammed.alfadhel@graduate.utm.my

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Abstract

The objectives of this article are two folds: firstly, to investigate the relationship between internal factors that affect decision making and the strategic decision effectiveness of KSA public universities. Secondly, to examine the mediating role of resistance to change on the relationship between the internal factors affecting decision making and the strategic decision effectiveness among staff of some KSA public universities. Quantitative method was used and structured questionnaire in a five Likert scale rating were distributed to 200 respondents selected from the public universities KSA. The SPSS 23 version was used to conduct the analysis of descriptive statistics, CPA and normality test. Measurement model analysis to determine internal consistency level, validity and reliability status were carried out in PLS version 3. Hypotheses of the study were tested using Structural Equation Model (PLS-SEM) in SmartPLS3. The findings indicate negative relationship between managerial attitude and strategic decision effectiveness in KSA public universities and positive relationship between university resources and strategic decision effectiveness. The resistance to change mediated the relationship between the university resources and the strategic decision effectiveness in KSA public universities; while it failed to mediate the relationship between the managerial attitude and strategic decision effectiveness. It is recommended that managers should accept changes where it is beneficial to the organization.

Keywords: Resistance to Change, Managerial Attitude, Strategic Decision, and Kingdom of Saudi Arabia

Introduction

In the recent times, competitiveness of global economies is reliant less and less on natural resources and more on intellectual capital and knowledge base (Moshashai *et al.*,

2018). Hence, countries are investing heavily to attain the status of knowledge economies (Mousa and Ghulam, 2019; Shafique, 2015).

According to Rezny *et al.* (2019). Saudi Arabia is not an exception. Every country developed and the developing alike strive to improve its standards to compete well in this competitive global village (Patalong, 2016). Saudi Arabian government budgets on education kept increasing steadily over the years particularly on public universities to improve the world standard of the education offer by university everywhere in the world. However, this dream is still far fetch as in the recent global ranking of university by the global best university ranking of the US ranked on two Saudi government universities among the best 200 globally. This raised concern among the management of the universities as this number is far too little given the huge amount expended for the standardization of the universities to global best standard.

Another major issues this study would want to address is the inability of decision makers to make promising decisions to improve the universities performance (Elyas and Al-Ghamdi, 2018). This is brought about by a popular cultural ideology of '*wasta*'. *Wasta* is an Arabic term or notion denoting a particular kind of personal connection that is employed to get things done on a preferential basis (Stefanidis, 2023). This phenomena has created a huge efficiency gap as some decisions taken are adversely affected by the *wasta* policy. Hence, this study is intended to assess the relationship between dimensions of internal decision factors and the effectiveness of strategic decision of universities in KSA. The study further investigates the mediating influence of resistance to change in the relationship between the two dimensions of internal factors to decision and the effectiveness of the strategic decision KSA public universities.

Review of relevant literature and hypotheses development

Various studies relevant to this research were reviewed to gain more insight into the position where this concept in the context of the Saudi Arabian Universities resides. Basically, these studies are related to internal decision factors, strategic decision effectiveness and resistance to change to give insight into the theoretical background of the study area and are discussed in the subsequent paragraphs.

Strategic Decision Effectiveness

According to Bayo and Akintakunbo (2022) strategic decisions deal with the long-term future of an entire organization and have three distinct characteristics. The effectiveness of decision-making is defined as to the prominence of decision-making (Visinescu, Jones, & Sidorova, 2017). The effectiveness is achieved in the decision-making process if the competences are employed optimally in making complex decisions, whereas efficiency refers to the prompt and appropriate decisions reached at within available resources. Earlier research (Shamim *et al.*, 2019; Visinescu *et al.*, 2017) recommended for the evaluation of decision-making based on decision effectiveness when organizations are determined hard to utilize information for quality decision-making. Hence, effectiveness is a measure of quality decision-making and examines the result achieved and facilitated by information management capabilities. Effective decision-making plays a pivotal role in enhancing the organization's competitiveness leading to sustained outcomes.

The effectiveness of the strategic decision making is really important for the better performance of the organization (Alhawamdeh & Alsmairat, 2019). Pollanen *et al* (2017), acknowledged that strategic decision-making process affect the effectiveness of the strategic

decision. Some strategic decision-specific factors and organizational-specific internal and external factors affect strategic decision making process (Al dhaen, 2021; Al dhaen, 2017; Elbanna, et al., 2020). The success of the education institutes to larger extent depends on the successful formulation and evaluation of the strategic decision of the organization (Blazenka Divjak, 2016). In this regard, not only the formulation and implementation of strategic decisions that matters, but also regular evaluation of effectiveness is really important for the operational success of the organization.

Acknowledging the importance of measuring the effectiveness of the strategic decision, some authors tried to develop few strategic decision effectiveness measurement models. Elbanna and Child (2007), tried to develop a strategic decision effectiveness model shown based on the broad perspectives of strategic decision effective process in Egypt. In this model they used rationality, intuition and political behavior as core independent variables as strategic decision-making dimension. They used decision-specific factor, external environmental and internal organizational factors as moderating variables. Strategic effectiveness is used as dependent variables in this model.

The findings of the Elbanna and Child (2007) study conducted using regression analysis showed that level-headedness positively impacted on strategic decision effectiveness; administrative behavior negatively and significantly influenced effectiveness in strategic decision making. Also, employees awareness negatively affected the strategic effectiveness but not statistically significant. But strategic decision-specific factors such as decision importance and decision uncertainty were found to be negatively and statistically insignificantly related to strategic decision effectiveness. In the same vain, decision motive has significantly provided positive relationship with the strategic decision effectiveness. Out of the external and internal factors, only firm (the activities therein) was found to be satisfactory significant to explain the effectiveness of the strategic decision. Thus, its right to say that many factors have been used to explain the effectiveness of strategic decision making in organization, this current study is limited to the two dimension of the internal factors that is managerial attitude and university resources.

Previous researchers (Aldhaen, 2017; Blaženka Divjak & Redep, 2015; Elbanna & Child, 2007; Papulova & Gazova, 2016), acknowledged that some internal and external factors affect the strategic decision-making and its effectiveness in an organization . In this section, the research aims at considering university resources. University resources comprised of financial, logistic and human resources of the university. The section tries to organize theoretical/managerial attitudes and see if university resources will be effectively harnessed and if an internal factor explains the strategic decision effectiveness of the universities in Saudi Arabia.

Internal Factors

According to Aldhaen (2017); Papulova & Gazova (016); Elbanna & Child (2007), there are some internal and external factors that affect the decision-making process and its effectiveness in organizational success. The research is considering the two dimensions of the internal factors, and these are: managerial attitude and university resources. University resources comprised of financial, logistic and human resources of the university. The study is examining if internal factors explains the strategic decision effectiveness of the universities in Saudi Arabia.

Managerial Attitude

Attitudes of the administrators in organization plays an important role in the managerial decision making process because choice strategic decision and subsequent execution to a higher degree rest on them (Turner, 2021). According to Rehman Khan et al (2022), to achieve greater performance in an organization and where or not the organization adopts or upgrades technologies already existing lies on the managers' perception of the new system being implemented. Turner (2021), is of the opinion that managerial reasoning may biasedly affect the strategic planning and implementation in the organization. Crovini, Santoro, and Ossola (2021), are of the opinion that controlling and planning of novelty in the organizational processes plan, which remain pertinent to strategic decision making, is a function of attitudes of the managers of the organization. Sulich, Sofoducho-Pelc, and Ferasso (2021), also acknowledged the influence of managerial attitude on effective strategic decision in their study.

Parajuli et al (2022), explained that managerial attitude significantly affects the selection and preferences of strategic decision such as maximum outcomes related policies or satisfying outcomes related polices. Lampaki and Papadakis (2018), concluded that although strategic decision-specific factors have the highest influences on the strategic decision making, attitude of the managers also plays an active role in this regard. Nahum and Carmeli (2020), believes that the board of director's characteristics, shape their personal attitude to a greater extent, affect the strategic decision-making process in a corporation. Tolici (2021), stated that managerial attitude influences the innovativeness of the organization which is directly related with strategic decision-making of an organization.

Apriliyanti and Randøy (2019), conducted a study on boardroom strategic decision making and acknowledged that variance among the board members affect the rationality and balanced power sharing relationship among them during strategic decision-making. Gu et al (2023), stated that the role of high-involvement human resource practices in the innovative work behaviour of employees and he believed that high-involvement human resource practice depends on the favourable top management attitude. Al Amiri, Rahima, and Ahmed (2020), also concluded that the strategic changes in the higher education are affected by the leadership and leadership style is related to managerial attitude of the top management.

Alshuwaikhat, et al (2016), conducted a study on the sustainability assessment of the Saudi universities and found that sustainability related to academic program, sustainable financial management practice and sustainable campus operation are not significant to ensure greater sustainability in Saudi universities and all these things to some extent depends on the managerial attitude of the top management. Espino-Rodríguez and Ramírez-Fierro (2018), in their investigation on outsourcing strategy of hotel business concluded that managers' attitude regarding tactical and strategic benefits of outsourcing affects the outsourcing strategy in hotel business. Komodromos, et al (2019), explained that managers' perception of mutual trust among them directly affect the strategic changes in the organization.

On whether the digitalization and continuous digital improvement in the firm depend on the top management team thinking and support, Wrede et al (2020), claimed that digital transformation of a firm depends on the top management team support because top management responds to digitalization, understanding digitalization, setting the formal context for digitalization, and leading change. Cao *et al* (2021), also added that the use of artificial intelligence to improve the quality of organizational decision making are affected by the top managers' attitude and behavioural intention and as the strategic decision making is

part of organizational decision making, it could be affected by the top managers' attitude as well.

Some Saudi universities have already introduced, and others are about to introduce digitalization in managerial and academic sections. Introduction of M-learning and evaluation of M-learning is an example of digital transformation in Saudi universities. Saudi Arabia vision 2030 and development plan initiated by its Ministry of Education will certainly cause some strategic changes in the Saudi Universities. So, this study assumes that the attitudes of the top management team of Saudi universities could play an active role in initiating strategic changes and to ensure its effectiveness in Saudi universities. In this regard, it is of immense importance to see mediation effect of resistance to change on the relationship between the managerial attitude and the effective decision making in public universities in KSA.

Ho₁: There is no significant relationship between internal factors (managerial attitude) and strategic decision effectiveness in KSA public universities.

University Resources

Resources of an organizations play important role in strategic analysis, strategic choices and strategic decision. University resource refers to all human talent, competence, materials and equipment that is used in the university. Universities suffer from required skilled manpower, logistics resources and sometimes inadequate financial resources render strategic decision making difficult to make. Anwar and Abdullah (2021), investigated the integration of human resource management and strategic decision making and eventually concluded that the integration between human resource management and strategic decision has impact on the firm performance. They also added that top management consider employees as strategic resources. Alzoubi, Ghazal, Sahawneh, and Al-kassem (2022), also supported the role of resource availability in strategic decision making and also acknowledged the role of management of human resource and skilled manpower on the innovation process of an organization.

Aydiner et al (2019), concluded that company resources affect the performance of the company along with the strategic decision-making process. In another investigation, Wu et al (2022) stated that adequate logistics resources such as technologies, physical, management expertise, relational and organizational resources affect service innovation of a firm. Qiu et al (2020), also added that company resources and capabilities affect the new product innovation which is part of strategic decision.

Not only the availability of resources could ensure a success of the firm, its proper utilization is also important in strategic decision-making (Mohammad et al., 2022). The importance of different kinds of resources availability in strategic decision making cannot be ignored. Pusser (2023), stated that higher education institutes face the common challenges that come from the changing social and economic aspects. He also claimed that higher education in Saudi Arabia suffered from the limitation of places, depletion of resources, and quality measures. Although some initiatives have been taken by launching new program and developing higher education support fund, organizational and financial restructuring remains neglected in this regard.

There has been some digital transformation currently taking place in Saudi Arabia higher education system. The use of mobile learning is one of them as well as increase in distance learning in some Saudi universities (Badwelan *et al.*, 2016). Alsheikh (2019), acknowledged the widespread use of internet, information technology, mobile devises and

their application in Saudi education system. But he mentioned that these huge uses of internet, mobile devices and technologies use huge data which cannot be managed by traditional data management system therefore this situation demands strategic planning for the application of Big Data Analytics in the higher education in Saudi Arabian. He also claimed that Saudi universities is still behind developed countries using Big Data Analytics in higher education.

Acknowledging the importance of using technology in education sector, Nieto *et al* (2019) suggested the application machine learning approach in higher education for strategic decision making but Asad *et al* (2020), concluded that lack of university resource hinders adoption of ICT based educational tools in teaching and learning system. So, finding from these studies prove that existing resources such as human, financial and other logistics resources affect the strategic decision-making process and its effectiveness and eventually availability of university resources in Saudi Arabia could affect its strategic decision-making and its effectiveness.

Ho₂: There is no significant relationship between internal factors (University Resources) and strategic decision effectiveness in KSA public universities.

Resistance to change

The concept of the resistance to change stemmed from fear of unknown situation, coupled with its impending uncertainties Carleton, (2016) and also the social tendency to maintain that comfort in that is familiar (Cao *et al.*, 2007). Such circumstance have communally and individually inclined persons to resist change Arnestad *et al.*, (2019); except aggressively enthused to realise the welfares that will accrue to them as a result of the change (Murrar and Brauer, 2019). However, fear, uncertainties, and inadequate knowledge of what comes along with the change ingenuities make employees dislike the changes and ultimately reject them. Workers that finds it difficult to appreciate the purposes of the changes normally resist it; and where workers are unsure of the advantages of the changes or do not trust objectives of the change that is achievable may resist the execution of such changes. Later, the initiated change resistance by the personnel may have hostile affect on the organizational performance.

Excessive part of works on resistance to change considered the construct a predictor Oreg *et al* (2009); Oreg (2018); Ileri and Arik (2019); Rojas (2020) or also as criterion variable (Oreg, 2006; van Dam *et al.*, 2008; Oreg and Berson, 2011 and Dorling, 2017). The few exclusion is the recent study by Rafferty and Jimmieson (2017) by considering the mediating effect of behavioural, cognitive and affective resistance to change in the association between “transformational change and psychological well-being”. In this research, the researcher intends to examine resistance to change as a mediator exploring the link between managerial attitude, university resources and the effectiveness of strategic decision of Saudi public universities. Several research studies have shown that internal factor impact very well on organisational performance Ibrahim and Elumah (2016); Jaffar *et al* (2019); Niebles *et al* (2019) as well as on resistance to change Zhiren and Yanqing (2016), and resistance to change on performance (Amarantou *et al.*, 2018).

However, despite the argument that internal factors have direct influence on both strategic decision and resistance to change, it is equally plausible to argue strategic thinking can indirectly impact on organisational performance based on the assumptions of mediation advanced in Baron and Kenny's (1986) seminal work. Indeed, extant empirics have

demonstrated the influence of internal factors on resistance to change (Zhiren and Yanqing, 2016) and the influence of resistance to change on performance (Amarantou *et al.*, 2018). In this regards, the researcher also asserts that resistance to can mediate between each of the five components of strategic thinking and the performance of organisations. Accordingly, the researcher expects an indirect relationship between the two dimensions of the internal factor and strategic decision effectiveness. To test these expectations, the researcher therefore advances the following hypotheses

H₃: *Resistance to change mediates the relationship between the managerial attitude and strategic decision effectiveness of public universities in KSA.*

H₄: *Resistance to change mediates the relationship between the university resources and strategic decision effectiveness of public universities in KSA.*

Conceptual framework for the study

The conceptual framework of the research details the several connections between predictor variables and the criterion variable. In this regards, the direct relationship between independent variable internal factors which has two dimensions (managerial attitude and university resources) and effectiveness of decision making are examined. The next relationship examined is the indirect relationship between dimensions of internal factor and the effectiveness of strategic decision through the mediated effect of resistance change. Figure1 below explains clearly the relationships between the constructs.

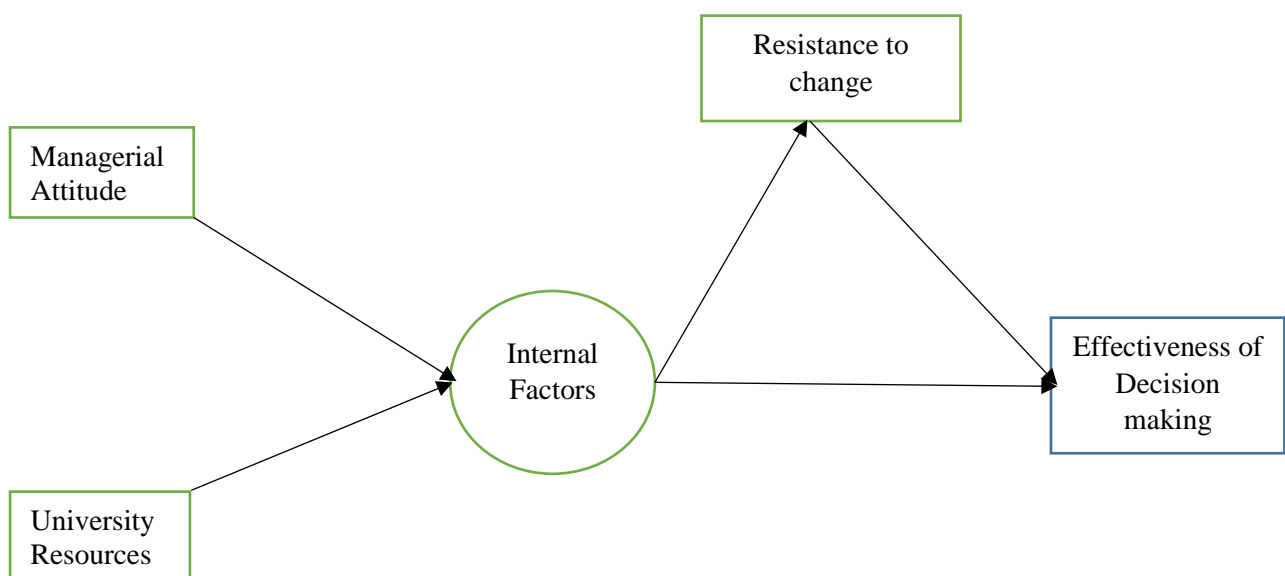


Fig 1. Conceptual framework of the study

Methodology

This study applies the survey research. In this regards, the method adopted to collect data is the quantitative. Using structured questionnaire adapted from (Al-dean & Child 2007), the data were gathered from the respondents who are mainly staff (administrators) such as Deans, sub-deans, directors, Heads of various academic departments and units in the KSA universities. The questionnaire is in a five-point Likert scale, with one (1) strongly disagree and five (5) strongly agree. The questionnaires were sent to individual respondents and collected back as they complete filling them. 200 individuals were selected for the sample size

from targeted population of 1,013 management staff of the universities. Simple random sampling technique was used to give the entire members of the population equal chance of being selected.

Data Analysis

The data collected were analysed in two sessions. First the preliminary analysis which include CPA to confirm the adapted questionnaires, normality test to identify the type of data distribution that is whether normally or not normally distributed, the missing values and outliers were checked and there were no missing value and no outliers (Heir et'al 2017). Thereafter, the next level of the analysis is then carried out and that is the measurement model analysis in which the items reliability is checked and then the structural model analysis is conducted to test hypotheses of the study. The analysis is presented below:

Table 1

Reliability Test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.870	4

Table 2

Item reliability statistics

	Cronbach's Alpha if Item Deleted
MA	.804
UR	.838
RC	.897
SDE	.783

Both table 1 and 2 above are results of the reliability test. The constructs and the items were tested for the reliability. The Cronbach's Alpha obtained for all the constructs indicates a strong value above the minimum required threshold of 0.7 and above by rule of thumb to explain the level of internal consistency. Thus, it implies that this set of items for each construct consistently measures the same characteristics.

Table 3

Common Factor Variance

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.682	44.805	44.805	15.682	44.805	44.805
2	5.772	16.493	61.298	5.772	16.493	61.298
3	3.123	8.922	70.219	3.123	8.922	70.219
4	2.574	7.353	77.573	2.574	7.353	77.573
5	2.140	6.113	83.686	2.140	6.113	83.686
6	1.738	4.966	88.652	1.738	4.966	88.652
7	.413	1.181	89.833			
8	.363	1.037	90.870			
"	"	"	"	"	"	"
"	"	"	"	"	"	"
"	"	"	"	"	"	"
35	-3.185E-15	-9.100E-15	100.000			

Extraction Method: Principal Component Analysis.

Table 3 shows result of the test of variables which helps reduce large set of variables into a smaller set of artificial variables called principal component, and accounts for most of the variance in the original variables. The principal factor loaded exactly 44.805 that is less than 50% and this is acceptable. Also, there are six factors with more than one eigenvalue. There must be at least one of the variable to load at least one eigenvalue. Any eigenvalue that reached one (1) and above indicates strong correlation (Heir et'al 2015).

Table 4

Path coefficient

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Managerial Attitude	0.980	0.983	0.983	0.892
Resistance to Change	0.950	0.978	0.961	0.651
Strategic Decision Effectiveness	0.982	0.982	0.984	0.901
University Resource	0.975	0.990	0.979	0.887

Table 4 is the result of the path analysis conducted. All the constructs have strong Cronbach’s alpha, composite reliability value and the AVE values for all the constructs reached their minimum threshold of 0.5. This measurement model show that the constructs are already for structural model analysis (Heir, 2015).

Table 5
Fornell-Larcker Criterion

	Managerial Attitude	Resistance to Change	Strategic Decision Effectiveness	University Resource
Managerial Attitude	0.945			
Resistance to Change	0.232	0.973		
Strategic Decision Effectiveness	0.102	0.807	0.949	
University Resource	0.015	0.257	0.127	0.942

Table 5 is presenting the result of the analysis of discriminant validity. The constructs for internal validity, the diagonal top most values in each column must greater than all the remaining values in the same column (Fornell and Larcker 1986). For instance in the first column that is managerial attitude, the statistical value is 0.945 and in that column, all the value are fall lower than the first value. In the second column, that is resistance to change, the value is 973 and it is the largest value in the entire column and this trend goes for all the column. When this situation is established, we say that the constructs have achieved a discriminant validity (Fornell and Larcker, 1968).

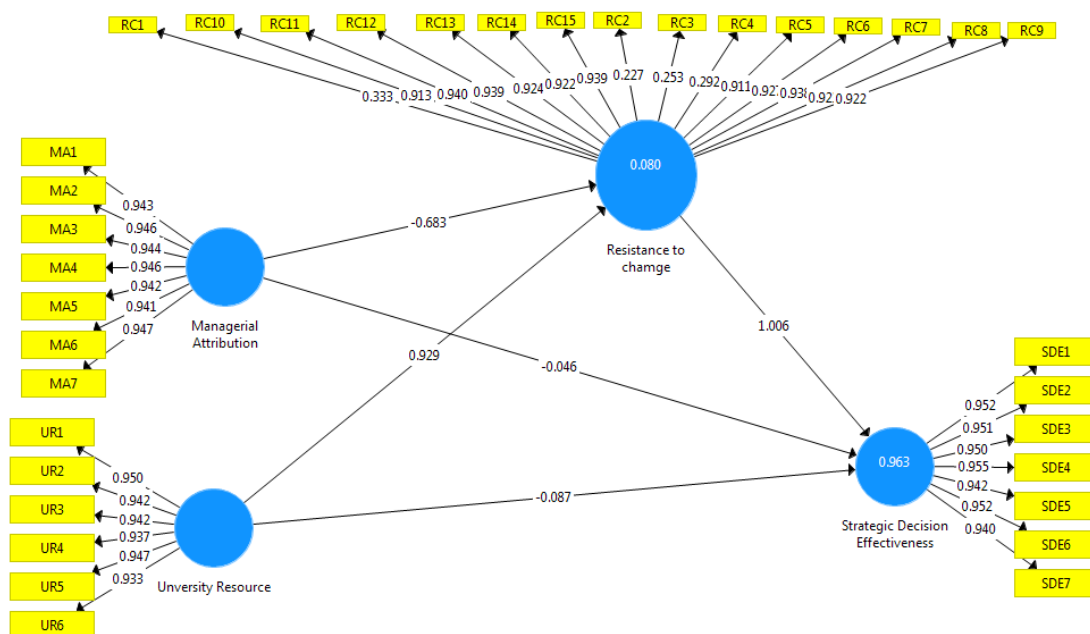


Fig. 2 Initial measurement model

Figure 2 is the initial measurement model run using the PLS algorithm. However, items 1, 2, 3, and 4 of the resistance to change have not reached the minimum threshold of 0.7 factor loading as can be observed on the Figure 2 above. This necessitated the rerun of the

measurement model in a modified model in Fig 3 while deleting these unsatisfactory items (Heir et'al 2017).

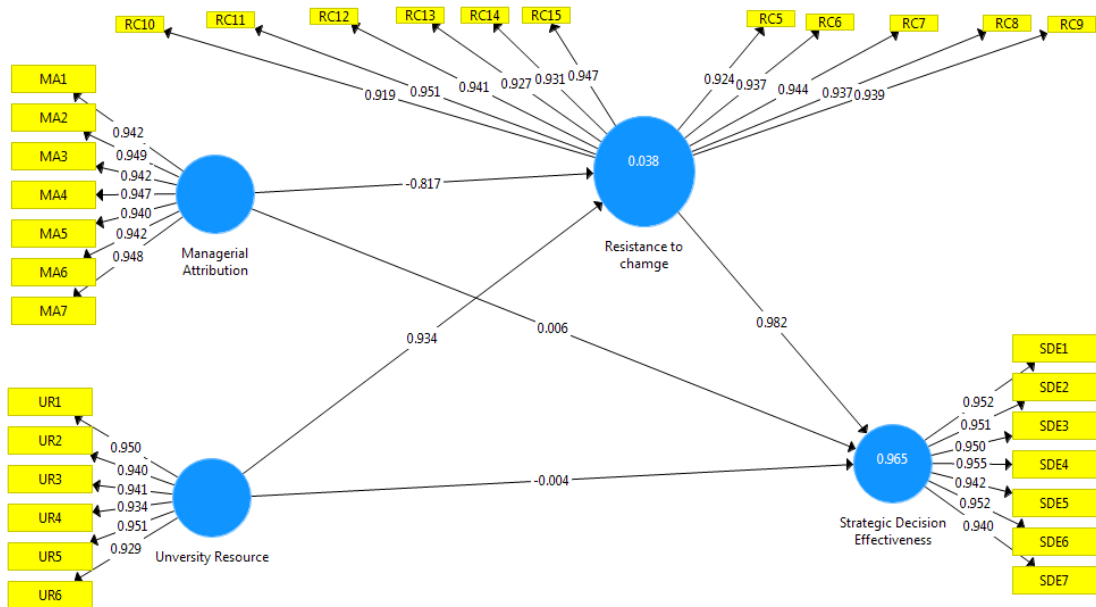


Figure 3. Modified measurement model

In Figure.3, the model was modified by deleting those items whose factor loading fall far below the threshold of 0.7. These items are as mentioned earlier items 1, 2, 3 and 4. The modified model shows all the factor loadings adequately reaching the threshold of 0.7 (Heir, 2015). Its shows negative relationship between managerial attitude and resistance change and a negative relationship between university resource and the strategic decision effectiveness. The relationships between university resources and resistance to change, managerial attitude and strategic decision effectiveness and the relationship between resistance to change and the strategic decision effectiveness is positive.

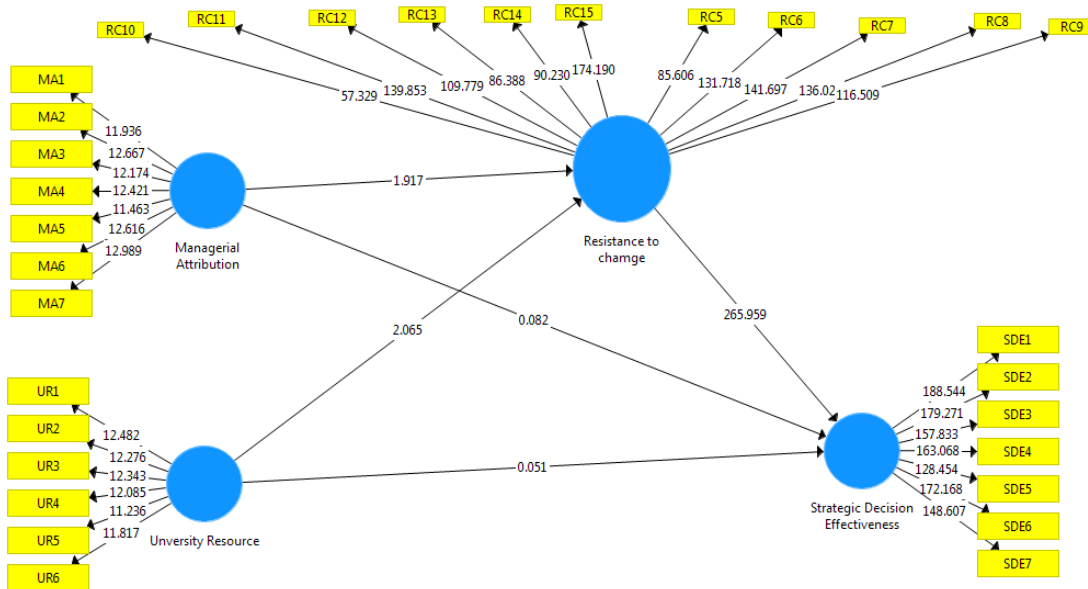


Figure. 4. Bootstrapping structural model

In Fig 4, the result of bootstrapping indicates the effects size of the model. Managerial attitude and university resource both have positive significant relationship with resistance to change. In both cases, the t-values exceed the threshold of 1.96 and all the p-values are within the acceptable region of below 0.05. Also, the relationship between resistance to change and strategic decision effectiveness is positive and significant with t-value higher than 1.96, and p-value of below 0.05. This translates that the relationship between the internal factors is and the strategic decision effectiveness is mediated by resistance to change since t-value greater than 1.96 and p-value is less than 0.05 as it's shown in fig 4.

Table 1
R Square

	R Square	R Square Adjusted
Resistance to change	0.080	0.071
Strategic Decision Effectiveness	0.963	0.963

Table 6. R-Square Value

Table 6 shows R² value which tells us how well the data fits the regression model. It therefore determines the proportion of variance in the dependent variable that can be explained by the independent variable (Heir, 2015). Accordingly, 96% of the variation in the strategic decision effectiveness is explained by the influence of the internal factor dimensions being studied. This is a strong effect and indicates how strong the relationship exist between them. Equally, the variance in resistance to change has 0.080 degree of effect of the independent variables and this is quite weak influence as it is very much closer to zero (0) than to one (1).

Table 7 indicates the indirect relationship between the dimensions of the internal factor through the resistance to change and the strategic decision effectiveness. In other words, it displays the mediating effect of the resistance to change in the relationship between the managerial attitude and the strategic decision effectiveness which is a negative relationship. In this case, the result indicates negative with -0.802 beta and 1.917 t-value as well as 0.055. These statistical values did not meet the threshold for both the t-value and the p-value (Heir, 2015). Equally, the relationship between university resource and the strategic decision effectiveness is mediated by the influence of resistance to change. The result shows positive beta value of 0.918 and t-value of 2.065 which exceeds the 1.96 threshold. Also, the p-value of 0.039 is less than the threshold of 0.05. Thus, the result is positive significant relationship.

Discussion of Findings

This research intends to investigate the relationship between the managerial attitude and the strategic decision effectiveness, university resource and the strategic decision effectiveness in KSA universities. It also intends to investigate the mediating influence of resistance to change on the relationship between managerial attitude, university resources and the strategic decision effectiveness in KSA universities. In order to achieve these objectives, three hypotheses were formulated. These hypotheses formulated were tested and the result are discussed in this section. The first hypothesis analyzed is concerning the examination of relationship between managerial attitude and strategic decision effectiveness in KSA public universities. Findings indicate that the relationship between these two variable is negative.

It therefore implies that the managerial attitude of KSA public university staff does not positively influence the strategic decision effectiveness. Their attitudes do not influence effect strategic decision in the management of these institutions. According to Tolic (2021), management attitude plays significant role managerial decision making and in choosing strategic decision and implementing it. Additionally, Valente & Lourenço, (2020) is of the view that emotional skills shows the manner in which administrators recognize and regulate their

Table 7
Specific indirect effects

Variables relations	Beta value	T Statistics	P Values
Managerial Attitude -> Resistance to change -> Strategic Decision Effectiveness	-0.802	1.917	0.055
University Resource -> Resistance to change -> Strategic Decision Effectiveness	0.918	2.065	0.039

emotions in societal settings and tend to influence managerial effectiveness. These studies concur with the findings of this recent study. Thus, the more the managers or administrators are able to control their emotions, the more the organizational activities are impacted upon positively.

Conversely, where they failed to control their emotions or read and understand the emotions of others who they work with, they are likely to take wrong decision. On this note, the managers in KSA public universities might have found controlling their emotions and identifying those of other workers either superiors or subordinates difficult to be built in their thinking and decision making. Furthermore, according to Yunita et al (2023), inability to apply

emotional intelligent in decision making, understanding oneself and others affect negatively impact on the strategic decision making in organization; this finding is congruent with this recent findings.

The study further hypothesised that is no significant relationship between university resources and strategic decision effectiveness in KSA public universities. The analysis conducted of these two variables generated a positive beta value, strong t-value and a p-value to meets the statistical threshold value for acceptability. This therefore indicates a positive relationship between the two variable under discussion. Hence, the null hypothesis is rejected.

Researchers such as Anwar and Abdullah (2021) believed that integration between human resource management and strategic decision has impact on the firm performance. Meanwhile, Alzoubi et al (2022) are of the believe that top management consider employees as strategic resources. Thus, they also supported the role of resource availability in strategic decision making. These studies support the recent findings. Hence, it implies that the more the managers and administrators of an organization utilize- in good sense their resources both material and human, the better the effectiveness of the strategic decision and subsequently achieve greater performance.

In all earnest, the Saudi Arabians are generally known for their honesty in dealing with resources, and everyone tries to live within his legitimate earnings unlike other countries where corruptions are the order of the day. This behaviour of theirs in not unconnected to the Islamic teaching by which they are guided. Hence, judicious resource of utilization is the practice everywhere free from deceit, cheat and corruption. In this sense, we expect that the availability of resource including the human resource has helped universities towards formulating effective strategic decisions for the universities.

Additionally, the current study also looked at the mediating effect of resistance to change in the relationship between managerial attitude and strategic decision effectiveness. The direct relationship between these two constructs is negative see table 7, but as seen in Fig 4, the mediation intervention of resistance change generated positive result in the indirect relationship, from the total effect, the relationship is said to be mediated through with negative relationship.

Furthermore, the study examined the mediating influence of resistance to change on the relationship between the university resources and the strategic decision effectiveness. However, the mediation effect of the relationship between the university resources and the strategic decision effectiveness indicates positive result. The hypothesis that resistance to change mediates the relationship between university resource and strategic decision effectiveness is supported given the result on table 7. This finding is in consonance with so many other finding in the literature. Find below various research that are in support of this findings.

Anwar and Abdullah (2021), studied on incorporating personnel management into strategic decision making in KSA and concluded that the combination between human resource (personnel) management and strategic decision has influence on the firm performance; adding that upper echelon consider workers as strategic resources. Alzoubi et al (2022), in his research supported the role of resource accessibility in making a strategic decision. Cano and Cano (2006), also acknowledged the role of management of human resource and skilled manpower on the innovation process of an organization.

Aydiner et al (2019), concluded that company resources affect the performance of the company along with the strategic decision-making process. Liu and Luo (2010), claimed that

logistics capabilities such as process capability, flexibility capability and information integration capability significantly affect overall performance of a firm. In another investigation, Wu et al (2022) stated that adequate logistics resources such as technologies, physical, management expertise, relational and organizational resources affect service innovation of a firm Qiu et al (2020), also added that company resources and capabilities affect the new product innovation which is part of strategic decision. Not only the availability of resources could ensure a success of the firm, its proper utilization is also important in strategic decision-making (Mohammad et al., 2022). This implies that the resource to aid decision process are provide and not only are they provided, but they are also put to use for the progress of the KSA universities.

Conclusion

This research explored the fundamental issues in the relationship between the dimensions of internal factors (managerial attitude and university resources) and the strategic decision effectiveness in KSA universities. While the direct relationship between the managerial attitude and the strategic decision effectiveness was found to be negative, the relationship between the university resource in KSA and the strategic decision effectiveness was positive. With regards to the mediation of such relationship, it explains that where the attitude of managers/administrators to changes in either process or activities to be made in the university is resisted, then effectiveness in strategic decision is negatively impacted. That is, no effectiveness is noticed in the strategic decision taken where the managers resist changes that is positive to the organisational development. This shows that resistance to change sharpens the way managerial attitude impact on the effectiveness of strategic decision making in KSA universities.

In addition, the university resource have positive impact with the mediation of the resistance to change in the relationship between the university resources and the strategic decision effectiveness. One concludes that where the university resource e.g. or any other processes of doing things is to be changed, the managers with normally resist such change. If this situation occur, the tendency is for their strategic decision become less effective and the resistance to the change in facts very well on the decision effectiveness. This situation is particularly so because, the universities have become competitive. If a university does not embrace changes in technology or of some sort, there is high likelihood that it will be left behind and thus, the university may lose focus and may not be able to make effective strategic decision. This is why it is explained that the resistance to change impact well on the relationship between university resource and the strategic decision effectiveness. It's therefore advisable that top managers try to adapt changes that may be good for the organization.

Future Research

Future researchers can study the managers in a longitudinal method as opposed to cross sectional method. This offers the research to study the respondent overtime and to examine their behaviour towards changes progresses. Furthermore, further researchers can study both the public and the private universities concurrently or study the private university separately to whether similar explanation can be obtained or a different result may emerge. Also, the future researcher may wish to involve not only the top managers as respondents, but to include the lower level staff who are the ones that translate policies and the decisions

into action and thus they effect the real change which the top managers proposed and designed.

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