

Decision Dimensions and Selecting Appropriate Strategy: An Analysis of Decision Making in Saudi Arabian Governmental Organizations

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ABSTRACT

This research aims to identify the effects of employing various decision dimensions such as; effects of information, time and the potential and powers, in decision making process by the decision makers in governmental organizations. It is believed that the government functionaries working at the top level have to come across daily with new situations which demand for new decisions. Are they really responsive to such situations and are able to make new decisions? The research sample in this research consists of the 98 senior leaders of the Saudi Arabian government organizations. The research theoretical model evolves probabilities from low to high for the use of each decision dimension or with multiple combinations of differing probabilities. The respondent were to select the appropriate decision making strategy based on the decision dimension probability ranging from high to medium to low. The researcher has used a questionnaire technique to allow the respondents to select appropriate choice from a given scale and evaluated results statistically by using SPSS-version20. The findings of the research based on statistical techniques exhibit that the government functionaries use most frequent probability MHM with mean 2.03 ± 0.44 such as medium probability (M) for information dimension, high probability (H) for time dimension and medium probability (M) power. The researcher recommends devising appropriate training programs, decentralization of authority (power) for the top leaders in the Saudi Arabian governmental organizations to improve their time management skills and preparing them to adopt modern technology to make their decision making effective in order to best respond to the needs and desires of masses.

Keywords: Decision making; Decision strategies; Administration; Organizational management; Leadership; Saudi Arabia.

1. INTRODUCTION

Government institutions as compared to private corporations are securely reckoned non responsive to change, slow in decision making, lazy in technology adoption and above all, hesitant to delegate services

authority to lower level functionaries. The obvious reasons include tedious hierarchy structure with no clarity of real decision makers. The government decision makers are tune with the passage of time for decisions procrastination. There are several factors regarding decision making in the organizations. These factors are based on several variables and the most important of which are information dimensions that concerns with the theme of the decision; the time dimension that indicates the time that is available to the decision-maker; and the capability and power dimensions that relates with the ability of the decision maker to reach at informed decisions. This research is an effort to see the effects of these three dimensions on the selection of a decision strategy from the perspective of a number of senior management leaders working in Saudi governmental organizations. Moreover, from this question several further general questions arise as under given the three dimensions of a decision:

- Which decision probability is more or less frequent in use of Saudi Arabian governmental organizations?
- Which decision probability decision is more frequent according to the specialization of the organization (i.e., administrative, financial, or academic)?
- What strategies are used widely and which strategy is used less among decision-makers in Saudi Arabian governmental organizations?
- Is there any relationship between the degree of availability of any of the three dimensions of decision making and the selection of the decision-making strategy?
- Is there any relationship between the degree of likelihood of recurrence of the decision according to the three dimensions and the decision-making strategy?
- Are there any differences in the statistical significance of the degrees of recurrence in the quality of decision and the selection of a decision making strategy related to any variables such as academic qualifications, the specialization of the organization and experience?

2. LITERATURE REVIEW

A decision of is a choice to be made from various available options for which every organization has to undergo such recurring and non-recurring situations daily for which the informed decisions become the cornerstone of success for both organizations and individuals (Taylor, 2011). Decision making is defined as the ability to make a mindful choice for the best possible alternatives to solve a problem (Levin, 1972). Employing computer assisted decision making program also improve decision effectiveness by providing a thorough analysis of the alternatives (Kroll, 2014). Decision making in governmental organizations is the core of the management processes and it enables an organization to achieve its objectives efficiently and effectively. Strategy is perceived as a unified decision-making framework that can inspire the organization in the future (Hickson et. al., 1989) or simply it can be termed, under the given circumstances, as the ultimate line of action to follow to achieve organizational goals and objectives (Camburn et. al., 2003).

The lack of clarity of the methods and techniques that are available to decision makers is a major problem in decision making (Jackson and Joshi, 2004). The process of making the right decisions at the right time is one of the challenges faced by many contemporary institutions (Jackson and Joshi, 2004; Smith, 1999; Hickson et. al., 1989). The decision making process is affected by several causes, including the timing of the decision and the decision-making method. A clear understanding of decision-making methods can

lead to a better sense of direction towards achieving the goals of a governmental organization (Alhaj and Ali, 2012). The emergence of modern technologies play a major role in providing data, information and decision support, especially in the financial, administrative and technical fields (Yonus and Fisal, 2013; Jackson and Joshi, 2004; Smith, 1999; Wennberg, 1990; Hickson et. al., 1989)

In addition, it has been documented that managerial behavior and attitudes have wide differences due to cultural differences among different countries (Boussif, 2010). Therefore, the decision making process is also affected by factors such as cultural dynamics and education levels. To implement an effective decision making strategy, many researchers have proposed that hiring experts with multiple and different backgrounds to help in making the right decisions, especially for those who have age, cultural, ethnic, psychological, sexual or religious variations (Boussif, 2010; Harrison et. al., 1998). The decision-making failures in governmental organizations may be attributed to a lack of available information, a lack of time available for the decision-makers, or the capability and power granted to the decision-maker (Bani and Suleiman, 2003). No previous study has reported the effects of the aforementioned three dimensions (information, time, and power and resources) on decision-making strategies. Therefore, this research aims to (i) identify the effects of the decision dimensions on selecting the appropriate strategy for decision-makers in Saudi Arabian governmental organizations; (ii) investigate the decision probability frequency according to the specialization of the organization; and (iii) evaluate the different statistical significance levels of the degrees of recurrence in the quality of the decision and the selection of a decision making strategy related to variables such as academic qualifications, the organization's specialization, and experience.

3. RESEARCH METHODOLOGY

(a) Sample Selection and the Research Population

The research population consists of the senior leaders of the Saudi government organizations including ministries, associated departments and autonomous and semi-autonomous bodies. The sample was randomly selected and comprised of 98 individuals as shown in Table 36.1. A care was made to select diverse sample having multiple year experience, age and education diversity as well as gender and position must be existent. Senior leaders for this research are those who are engaged in activities in the highest authority in the governmental organizations and they have the ability to lead the employees in a positive direction towards achieving the organization's goals.

Table 36.1
Sample characteristics

<i>Variables</i>	<i>Responds</i>	<i>Frequencies</i>	<i>Percentages</i>
Gender	Male	95	96.9%
	Female	3	3.1%
	Total	98	100.0%
Academic Qualification	Less than B.Sc.	18	18.4%
	B.Sc. degree	41	41.8%
	M.Sc. Degree	26	26.5%
	Ph.D. degree	13	13.3%
	Total	98	100.0%

<i>Variables</i>	<i>Responds</i>	<i>Frequencies</i>	<i>Percentages</i>
Organizational specializations	Government (Finance)	14	14.3%
	Government (Admin)	55	56.1%
	Government (Academic)	29	29.6%
	Total	98	100.0%
Years of experience	Less than 5 years	5	5.1%
	5-10 years	3	3.1%
	10 years and more	90	91.8%
	Total	98	100.0%

(b) Decision-making Strategies

There searcher in this study have procedurally defined strategy as a method that decision-makers (here, senior leadership in Saudi governmental organizations) use to address a problem or make a change in their organizations under the influence of certain variables, such as information availability, capability & power and available time. These strategies include postponement or no decision-making, experimentation (trial and error), recall of previous experiences, help from experts and advisers, acting in the same way as former leaders acted, employ scientific methods to solve problems, utilize mathematical methods, or a Delphi method, conduct brainstorming sessions, follow intuition or risk, and other methods (unfamiliar creative methods). The three-dimensional probabilities that affect the decision represent 27 probability inferences by the researcher from the probability tree. The researcher considers the type of decisions in accordance with the effects of the three dimensions and the degree of availability of the dimension i.e. (H) is for High, (M) is for Median, (W) is for Weak, as shown in Figure 11.1:

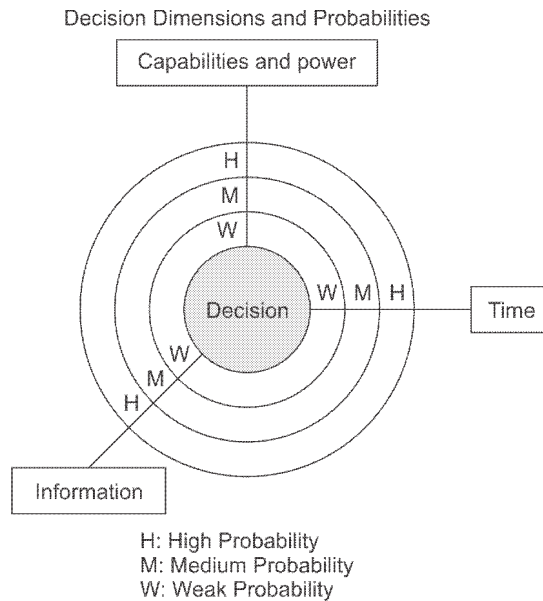


Figure 11.1

(c) Statistical Methods

The statistical methods used in this study include frequencies, percentages, means and standard deviations, Cronbach’s alpha and split-half method equations using the Spearman-Brown and Pearson correlation

coefficients, Chi-Square Tests and One-way analysis of variance tables (ANOVA). There statistical procedures were used to achieve the objectives of the study and analyze the collected data. After coding and data entry, the upper and lower limits were calculated as $(3 - 1 = 2)$ and then divided by the number of cells to measure the correct length of any cell; the result thus becomes $(3/2 = 0.67)$. Then, this value was added to a lower value in the scale (the beginning of the scale is 1) to determine the upper limit of the cell; the length of the cells thus became as follows: a value from 1 to 1.66 represented a weak response; 1.67 to 2.33 represented a medium response; and 2.34 to 3.00 represented a high response. A statistical software package (Statistical Package for Social Sciences (SPSS version 20) was used in this study.

(d) Validity and Reliability Tools

The research was conducted after confirming the virtual honesty of the study tool and after presenting to and receiving approval from academic specialists at Prince Sattam bin Abdulaziz University and specialists at the Institute of Public Administration. Table 36.2 shows the reliability coefficients for the responses of the study participants according to Cronbach’s Alpha and the Spearman–Brown prediction formula. The researcher, both in the field and through the application of the sample data, calculated the Pearson correlation coefficient to determine the internal consistency of the questionnaire and then calculated the correlation coefficient between the degrees of the questions with the total degree to which it belongs, as shown in Table 36.3.

Table 36.2
Cronbach’s alpha and Split-Half method equation
using the Spearman-Brown method

<i>Axis</i>	<i>Coefficients Cronbach’s alpha</i>	<i>Coefficients Split-Half Method</i>
Degree of probability frequency	0.8654	0.8974
Strategies for decision making	0.8884	0.8599
Complete questionnaire	0.8792	0.8861

Table 36.3
Pears on correlation coefficients between each statement and
the total degree of the axis to which they belong

<i>First axis</i>				<i>Second axis</i>			
<i>Statements No.</i>	<i>Pearson correlation coefficient</i>	<i>Statements No.</i>	<i>Pearson correlation coefficient</i>	<i>Statements No.</i>	<i>Pearson correlation coefficient</i>	<i>Statements No.</i>	<i>Pearson correlation coefficient</i>
1	.193*	15	.497**	1	.174*	15	.456**
2	.252*	16	.441**	2	.280**	16	.572**
3	.106*	17	.622**	3	.362**	17	.508**
4	.237**	18	.643**	4	.434**	18	.472**
5	.439**	19	.325**	5	.483**	19	.466**
6	.452**	20	.450**	6	.376**	20	.463**
7	.330**	21	.702**	7	.556**	21	.394**
8	.549**	22	.460**	8	.458**	22	.420**
9	.481**	23	.554**	9	.401**	23	.418**

<i>First axis</i>				<i>Second axis</i>			
<i>Statements</i>	<i>Pearson correlation</i>	<i>Statements</i>	<i>Pearson correlation</i>	<i>Statements</i>	<i>Pearson correlation</i>	<i>Statements</i>	<i>Pearson correlation</i>
<i>No.</i>	<i>coefficient</i>	<i>No.</i>	<i>coefficient</i>	<i>No.</i>	<i>coefficient</i>	<i>No.</i>	<i>coefficient</i>
10	.237**	24	.636**	10	.438**	24	.493**
11	.279**	25	.597**	11	.445**	25	.464**
12	.514**	26	.676**	12	.469**	26	.457**
13	.384**	27	.682**	13	.430**	27	.615**
14	.460**			14	.231*		
Overall first axis			.687**	Overall second axis			.756**

Note: *means that the correlation is statistically significant at the 0.05 level of significance or less.

**means that the correlation is statistically significant at the 0.01 level of significance or less.

4. EXPLANATION OF RESULTS

The degree of probability frequencies in the Saudi governmental organizations according to the three dimensions of the decision are shown in Table 36.4. The means of the probabilities ranged from 1.86 to 2.04; these averages are in the second category, which has a range of (1.67-2.33). This means that the frequency of all probabilities is “*medium*”. The general mean for all probabilities is 1.95, with a standard deviation (SD) of 0.25, which means that the frequency of all probabilities is “*medium*”. Therefore, the degree of frequency of the probabilities is medium, and the probabilities have been arranged according to the average and the three high probabilities. The probability for Number 19 (rank 1) is (W, H, H), which means that the information available about the decision theme is weak but that both the time available for the decision maker and the capabilities & power are high, with an average of 2.04 and a standard deviation 0.591. Thus, the frequency of this probability is “*medium*”. The probability for Number 11 (rank 2) is (M, H, M), which means that both the available information about the decision theme and the capabilities & power are medium but that the time available for the decision maker is high on the second category, with an average of 2.03 and a standard deviation 0.44. Thus, the frequency of this probability is “*medium*”. The probability for Number 12 (rank 3) is (M, H, W), which means that the information available about the decision theme is medium but that the capabilities & power is weak, with an average of 2.02 and a standard deviation 0.57. Thus, the frequency of this probability is “*medium*”. The probability for Number 1 (rank 27) is (H, H, H), which means that the information available about the decision, the time available for the decision maker and the capabilities and power all have a high ranking, with an average of 1.86 and a standard deviation 0.71. Thus, the frequency of this category is “*medium*”.

There are imbalances in the availability of information for the decision themes for the decision maker and it varies between medium and weak. Whereas, the time available for the decision is high for the decision maker for all previous probabilities. This result suggests that the senior leaders in Saudi governmental organizations may not experience a time pressure when making a decision. The values for power for these probabilities fluctuate between weak, medium and high which means that power needs to be granted to and provided for Saudi governmental organizations. Overall, probability in all of its dimensions shows that the high ones fall at the bottom of the probabilities, which requires revision to improve all three dimensions that affect the decision.

Table 36.4
Degree of Probability Frequencies

Rank	Prob. No.	<i>The probabilities of the dimensions</i>			<i>Degree of probability frequency</i>					Interpretation
		<i>Information</i>	<i>Time</i>	<i>Capabilities and power</i>	<i>High</i>	<i>Medium</i>	<i>Weak</i>	<i>Mean</i>	<i>Standard deviation</i>	
1	19	W	H	H	19 19.4%	64 65.3%	15 15.3%	2.04	.591	Medium
2	11	M	H	M	11 11.2%	79 80.6%	8 8.2%	2.03	.442	Medium
3	12	M	H	W	17 17.3%	66 67.3%	15 15.3%	2.02	.574	Medium
4	17	M	W	M	15 15.3%	69 70.4%	14 14.3%	2.01	.547	Medium
5	10	M	H	H	16 16.3%	66 67.3%	16 16.3%	2.00	.574	Medium
6	6	H	M	W	12 12.2%	73 74.5%	13 13.3%	1.99	.508	Medium
7	14	M	M	M	13 13.3%	70 71.6%	15 15.3%	1.98	.537	Medium
8	15	M	M	W	18 18.4%	60 61.2%	20 20.4%	1.98	.626	Medium
9	22	M	M	H	12 12.2%	71 72.4%	15 15.3%	1.97	.527	Medium
10	8	W	W	M	13 13.3%	69 79.4%	16 16.3%	1.97	.546	Medium
11	13	M	M	H	9 9.2%	76 77.6%	13 13.3%	1.96	.474	Medium
12	23	M	M	M	10 10.2%	74 75.5%	14 14.3%	1.96	.496	Medium
13	9	W	W	W	21 21.4%	52 53.1%	25 25.5%	1.96	.687	Medium
14	16	W	W	H	11 11.2%	71 72.4%	16 16.3%	1.95	.525	Medium
15	3	H	H	W	16 16.3%	61 62.2%	21 21.4%	1.95	.615	Medium
16	18	W	W	W	21 21.4%	50 51%	27 27.6%	1.94	.701	Medium
17	5	M	M	M	7 7.1%	77 78.6%	14 14.3%	1.93	.460	Medium
18	20	M	H	M	8 8.2%	74 75.5%	16 16.3%	1.92	.491	Medium
19	27	H	W	H	17 17.3%	56 57.1%	25 25.5%	1.92	.653	Medium
20	24	W	M	W	18 18.4%	54 55.1%	26 26.5%	1.92	.668	Medium

Rank	Prob. No.	The probabilities of the dimensions			Degree of probability frequency					
		Information	Time	Capabilities and power	High	Medium	Weak	Mean	Standard deviation	Interpretation
21	21	W	H	W	20 20.4%	50 51%	28 28.6%	1.92	.699	Medium
22	2	M	H	M	10 10.2%	69 70.4%	19 19.4%	1.91	.539	Medium
23	7	H	W	H	9 9.2%	70 71.4%	19 19.4%	1.90	.527	Medium
24	25	W	W	W	22 22.4%	43 43.9%	33 33.7%	1.89	.745	Medium
25	26	W	W	M	17 17.3%	52 53.1%	29 29.6%	1.88	.678	Medium
26	4	H	M	H	4 4.1%	77 78.6%	17 17.3%	1.87	.446	Medium
27	1	H	H	H	19 19.4%	46 46.9%	33 33.7%	1.86	.718	Medium
Overall mean								1.95	.252	Medium

Table 36.5 shows that the decision probability is more frequent according to the specialization of the governmental organization (administrational, financial, or academic). The governmental organizations with administrative specializations have a higher frequency of the W, H, H category, which means that the information available for the decision maker is weak but that both the time and the capability & power have high frequencies for these organizations. From these results, it is evident that the senior leaders at governmental organizations with administrative specializations endure the lack of available information in regards to decision making, though both time and capability & power are available. The governmental organizations with academic specializations have a higher frequency of the HWW category, which means that the information available for the decision is high but the time and capability & power are weak. We see that the senior leaders at the governmental organizations with academic specializations endure both the lack of available time and capability & power in regards to decision making, but information is available for the decision.

The governmental organizations with finance specializations have a higher frequency of the (M,H,M) category, which means that the available information for the decision theme and the capability & power available are medium but that the time availability for the decision maker is high. The frequency of (M,M,H) means that the information and time available are medium but that the capability & power is high. The frequency of (H,W,H) means that the information available is high, the time available is weak, and the potential & power frequency is high. From the above results, we conclude that senior leaders at governmental organizations with finance specializations have high potential & power and information available for decision making compared with other governmental organizations. The time available for such senior leaders varies among weak, medium and high, which indicates the oscillation of time pressures that affect the decision and might be due to budget pressure and variations in item expenses in addition to closing the final accounts at the end of the fiscal year.

Table 36.5
Most Frequent Probabilities According to Organization Type

<i>Most frequent probabilities</i>	<i>Rank of probability according to organization type</i>		
	<i>Governmental (Academic)</i>	<i>Government (Administrational)</i>	<i>Government (Finance)</i>
(W, H,H)	2	1	11
(H,W,W)	17	24	1
(M,H,M)	1	2	13
(M,M,H)	1	13	15
(H,W,H)	1	21	25

The strategies that are more commonly used by decision makers in the Saudi governmental organizations and those that are used less according to the three dimensions. The availability of probability (WHM) means that the most commonly used strategy by senior leaders is (recall of previous experts). We also notice that senior leaders frequently use the strategy of (employment/help from experts and advisor) followed by (recall previous experts) and (postpone or no decision). The strategies that senior leaders use least are (brainstorming sessions, expectation & risks, Delphi method, and Mathematical approaches or quantity).

The most frequent strategies used by the decision makers at governmental organizations were also analyzed according to academic qualifications, the specialization of the organization and experience. The probability (W,H,M) means that the information available for the decision maker is weak but the available time is high. Further, the capability & power for the decision makers who have a bachelor degree (B.Sc.) or less appears to be medium. This probability ranked in the first place for B.Sc. holders and second for decision makers who hold Ph.D., but it ranked eleventh for leaders who have a master’s degree (M.Sc.). The most widely used strategy, which is available at all qualification levels, is the use of experts and advisers. Its probability (W,H,M) is in first place for those leaders who have less than five years of experience, it comes in at second place for those leaders who have between 5 and 10 years of experience and it ranks eleventh for leaders with 10 years of experience or more. It also has a first-place ranking for leaders who work for governmental organizations with financial specializations. The same probability comes in second place for leaders who work at organizations with administrative specializations and in thirteenth place for leaders who work for governmental organizations with academic specializations.

The relationship between the degree of availability of any of the three dimensions and the selection of decision-making strategy are shown in Table 36.6. The value of the chi-square test (*test-value* = 0.000) and (*p-value* = 1.00) is greater than the significance level (0.05), so there is no relationship between the degree of availability of the dimension and the most commonly used strategy by the leadership. This lack of correlation means that the selection of a strategic decision by leaders is completely independent of the degree of availability of the three dimensions (available information, time availability, and capabilities & powers), which indicates that the top government leaders do not have a specific strategy or consider any of the three dimensions when making decisions.

Table 36.7 below shows the relationship between the degree of likelihood of recurrence of the decision according to both the three dimensions and the strategy. The chi square test value (*test-value* = 0.456) and (*p-value* = 0.386) is greater than the significance level of (0.05), so there is no relationship between the degree of the likelihood of the recurrence of the decision according to the three dimensions and the strategy.

Table 36.6
The degree of availability of dimension according to the degree of availability
and the most commonly used strategy, regardless of the other dimensions

<i>Dimension</i>	<i>Degree of Availability</i>	<i>Widely used strategy</i>	<i>Chi-Square Test</i>	<i>P-Value</i>	<i>Interpretation</i>
High	Information	The employment/hiring of experts and advisers	0.000	1.00	There is no relationship between the degree of availability of the dimension and the most commonly used strategy by the leaders
Medium	Information	The employment/hiring of experts and advisers			
Weak	Information	The employment/hiring of experts and advisers			
High	Time availability	The employment/hiring of experts and advisers			
Medium	Time availability	The employment/hiring of experts and advisers			
Weak	Time availability	The employment/hiring of experts and advisers			
High	Potentials and powers	The employment/hiring of experts and advisers			
Medium	Potentials and powers	The employment/hiring of experts and advisers			
Weak	Potentials and powers	The employment/hiring of experts and advisers			

Thus, the degree of likelihood of the recurrence of the decision according to the three dimensions is independent of the decision making strategy. This lack of correlation indicates that the top government leaders do not have a specific strategy that accounts for the likelihood of the recurrence of the decision when they make a decision.

Table 36.7
Chi-square test of independence (Chi-Square Tests) between the
frequency of the quality of decision and the strategy)

<i>P-Value</i>	<i>Chi-Square Test</i>
0.386	0.456

Table 36.8 below shows significant differences in the frequency of the quality of the decision theme and the selection of the decision making strategy according to demographic variables (academic qualification, specialization of the organization, and experience). There are no statistically significant differences in the frequency of the quality of the decision related to these demographic variables. There are no statistically significant differences when considering the selection of the strategy of the decision related to any demographic variables. The results showed that the top leaders did not apply their experience or academic qualifications to diversify the use of strategies such as brainstorming and scientific methods. These results indicate that they lack leadership skills and the element of evaluating risks and challenges because they use only traditional strategies, which are based on reliance on a third party, such as the employment/hiring of experts and advisors.

Table 36.8
One-way Analysis of Variance (ANOVA) for the significance of the differences
among the answers of the respondents according to academic qualification,
specialization of the organization, and experience)

<i>Axes</i>	<i>Variables</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F-Value</i>	<i>P-Value</i>
Degree of probability frequency	Academic qualification	Between Groups	.069	3	.023	.355	.785
		Within Groups	6.095	94	.065		
		Total	6.164	97			
	Specialization of the organization	Between Groups	.020	2	.010	.151	.860
		Within Groups	6.144	95	.065		
		Total	6.164	97			
	Years of experience	Between Groups	.038	2	.019	.298	.743
		Within Groups	6.125	95	.064		
		Total	6.164	97			
Decision maker strategy	Academic qualification	Between Groups	5.693	3	1.898	2.530	.062
		Within Groups	70.501	94	.750		
		Total	76.194	97			
	Specialization of the organization	Between Groups	5.680	2	2.840	3.826*	.025
		Within Groups	70.515	95	.742		
		Total	76.194	97			
	Years of experiences	Between Groups	.635	2	.318	.399	.672
		Within Groups	75.559	95	.795		
		Total	76.194	97			

*indicates statistically significant differences at the level of significance of (0.05) or less.

This finding illustrates that the leaders may tend to engage in management rather than leadership. As reported previous studies (Camburn et. al., 2003; Smith, 1999; Harrison et. al., 1998; Levin, 1972) “such traditional strategies as trial & error and adoption of experience cannot achieve the goals of organizations that require decisions”. There are statistically significant differences in the decision strategy selection according to the organization’s specialization. To determine the differences, the researcher used the Scheffe test which shows the differences between the type of organization specializations and the values of the test were within desirable limits. There is a statistically significant difference in the decision making strategy selection between governmental organizations that specialize in finance and those with academic specializations. This decision making strategy selection benefits governmental organizations with academic specializations, where the strategy chosen is the employment/hiring of experts and consultants. It is a logical result because the nature of the work of academic organizations does not require a strategy that depends on quantitative or mathematical methods or a strategy that depends on administrative dimensions, such as acting in the same way as former leaders and intuition (expectant) with risk.

5. CONCLUSION AND RECOMMENDATIONS

There are imbalances in the availability of information for decision makers. Senior leaders in Saudi Arabian governmental organizations may not experience time pressures when they make decisions. There are variations in power for the described probabilities among weak, medium and high, means that power needs to be granted to and provided for Saudi governmental organizations. For academic governmental organizations, the information available for the decision is high, whereas both other dimensions such as time, and capability & power are weak. The most widely used strategy which is available for all qualifications is the employment/hiring of experts and advisers. The selection of a strategic decision by leaders is completely independent of the degree of availability of the three dimensions. The top leaders lack both leadership skills and the element of risk and challenge. The researcher recommends to devise training programs for top leaders at Saudi governmental organizations on different decision making strategies and improving their decision-making styles. Making modern, interactive and computerized information centers available to decision makers at Saudi governmental organizations especially those at private-sector organizations (financial and administrative) so as to help out decision maker to make informed decisions and addressing the issue that leaders of governmental organizations with academic specializations suffer from the weaknesses of time availability. The researcher also recommends to grant powers (authority) to the decision makers and best to institutionalize it by creating decentralized organization structures.

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