

# The Role of Knowledge Authority or Job Authority in the Process of Decision-Making: Empirical Evidence

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## Abstract

This study aimed to show the role of knowledge authority or job authority in the process of decision-making, in Jeddah Municipality. Study population consisted of the employees Top and Medal Management at the Jeddah Municipality, at the head office. The number of the Study population is (485) males and females employees. A random sample was selected that consisted of (250) employees working in the analytical descriptive method in treating the study topic, the descriptive method was used to cover the study theoretical side, while the analytical method was used to cover the practical side. SPSS was used for analysis including Frequencies, percentages, averages, standard deviations, and Simple Regression Analysis. The prominent findings indicate, There is a statistically significant relationship between the (knowledge authority or job authority or both), and the process of decision-making. And also There are statistic significant difference between demographic variables job level and the process of decision-making,. There favor of (manager). There are no statistic significant difference relationship between demographic variables (age, experience) and the process of decision-making. And the study recommended the -Involve Employees in Decision Making, When associates are involved in the decision making, they feel in ownership and management positions value them as a significant contributor to the team's success, then raise their level of effort and commitment to ensure the department's or company's success.

**Keywords:** Knowledge authority, Job authority, Jeddah Municipality, Decision Making, KSA

## 1. Introduction

There are two dimensions of power in the organizational behavior system. The first dimension: is knowledge, and the second dimension: is the ability for decision-making in the official or unofficial organizations, whereas organizational behavior is configured or designed by knowledge. The power has shifted from force of arms to the power of knowledge whereas an effective and capable knowledge is considered as the real decision maker. Despite that some of the professions combines knowledge and decision-making, still they can be classified all under these two general dimensions of power. The adoption and spread of information technology and its melting in the organizational body, shall make knowledge be considered as one of the most important sources of power and main factor of cooperation and linking between the various organizational elements.

The spread of knowledge and access to information is found to increase the organization's effectiveness and vitality, as well as increasing its immunity against oppression and tyranny methods (functional power). In order to achieve this vital role in the organization, we have to better exploit its cognitive resources towards improvement of the process of decision making. This requires the organization not to depend only on the availability of information, but to continuously update, organize and invest in the decision-making process and policy-planning. All these depend on promoting, supporting and activating the role of information and knowledge in the process of decision-making. No doubt that the situation in the twentieth century requires the ability for understanding the insight, commitment, participation and cognitive competence. It needs more than ever to deal rationally with the objectives and results. If knowledge has become the main tool to control the main goal and if the strength of the organization united according to the quantity and the quality of knowledge it has, and the extent of its ability to construct knowledge data base, then the knowledge authority shall strengthen according to its openness to change into a perspective near to the reality and deal with it. Then comes the power which is the ability to influence on the others through the use of knowledge or the use of the position (the law), which is a prerequisite for the establishment of any project. The law has been considered as an obstruction standing in front of the development and innovation process in some organizations. Hence, came the idea of this search as some of the decision-makers are adherent to the job authority (regulations and instructions), which focuses on the closed system, abide to the bureaucratic system, which does not serve the development and modernization, and has no interest in knowledge that bring the benefits to the organization in the field of development, modernization and competition. This research will focus on the diagnosis of the reality of the exercise of knowledge or job authority or both, and their influence on the process of decision-making. The argument of knowledge and power has arisen since ancient times. Philosophers see the possession of scientific knowledge as a legitimate political decision based on the power of knowledge and the number of its supporters, while the authorities see it as a diminution of their influence and the idea that politics is a taboo or an issue based on justifying its reality.

**1.1. Problem of study:** The study tend to discover the relationship between three sources including;

(knowledge authority and job authority, and knowledge and job authorities together), and the extent to which decision-makers are looking to them as influential in the process of decision-making.

**1.2. The study questions:**

1. Do you consider knowledge as a major source for decision-making?
2. Do you rely on job authority, as a major source for decision-making?
3. How is the decision-making based on knowledge and job authority together?
4. How do demographic variables (experience, qualification, profession, job level) can affect in the decision-making process?

**1.3. Importance of study:** The importance of the study emerges from the importance of both knowledge and job authority in the decision-making process at the present time, also comes through clarifying the importance of both of them (k knowledge authority and job authority, and knowledge and job authorities together). The significance of the present research is shown through the following two dimensions:

1. Theoretical dimension, which is studying the importance of knowledge authority and job authority, and knowledge and job authorities together, in the process of decision-making.
2. Procedural dimension, represented in the provision of what can serve all organizations, whether small or large.

**1.4. Objectives of the study:** The study aims to clarify the complicated relation between knowledge authority or job authority or both, in the process of decision-making, as knowledge approach support the importance of knowledge in decision-making process, while the legal approach (job authority) supports its importance in decision-making. So the study aims to:

- Determine the role of knowledge in the process of decision-making.
- Understand the role of job authority in the decision-making process.
- Diagnose the reality of the practice of knowledge and job authorities together, in the process of decision-making.
- Define the role of demographic variables (experience, profession, age, job level) in the process of decision-making.
- Reveal important conclusions by analyzing the results of the field study and make recommendations and suggestions in the light of those results.

**1.5. Hypotheses: There are two main hypotheses in this study:**

- \* **The first major hypothesis:** There is a statistically significant relationship between the (knowledge authority or job authority or both), and the process of decision-making. Including the following sub-hypotheses:
  - **Sub-first hypothesis:** there is statistically significant relation between knowledge authority and the process of decision-making.
  - **Sub-second hypothesis:** there is statistically significant relation between job authority and the process of decision-making.
  - **Sub-third hypothesis:** there is statistically significant relation between both knowledge and job authorities and the process of decision-making
- \* **The second major hypothesis:** There is a statistically significant relationship between demographic variables (experience, profession, age, job level), and the process of decision-making.

**1.6. Study Model :**

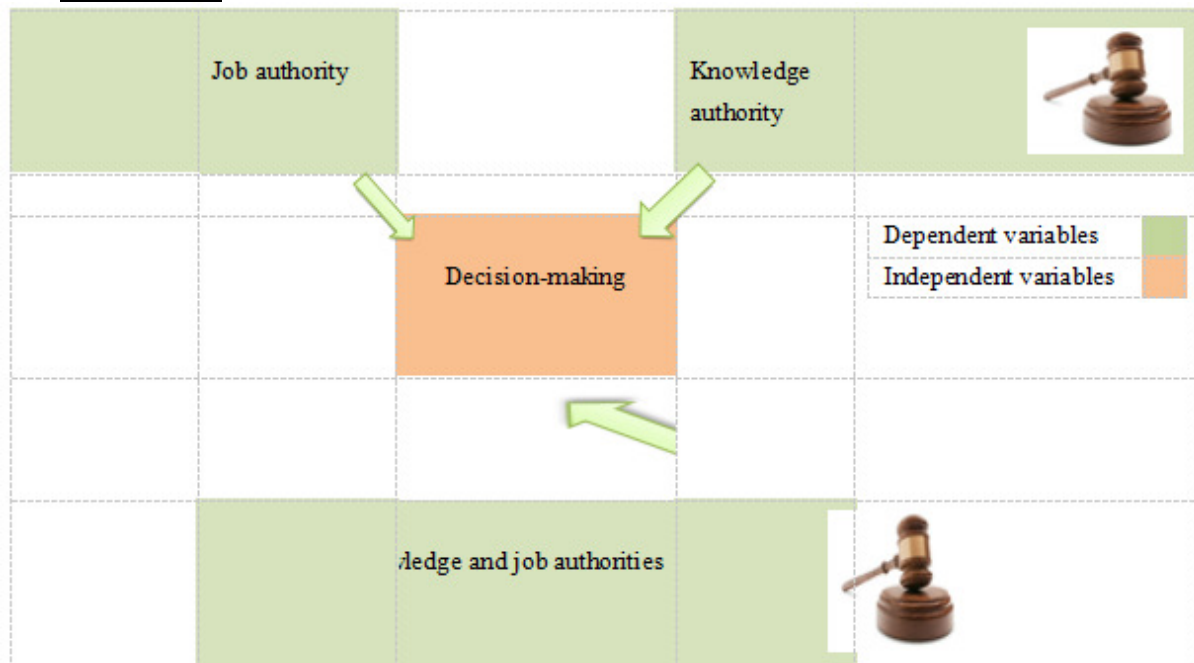


Figure 1. Research Model

Source: prepared by the researcher

**Study design:** This study is based on descriptive analytical approach, and the preparation and development of a questionnaire as the main tool for data collection. The researcher relied on his own experience and reviewing of the theoretical framework in the design of the study questionnaire, whereas, the essential elements of the search has been determined and distributed into four areas: knowledge authority, job authority (law), knowledge and job authorities together, and decision-making.

**2. Methodology**

**2.1. Data Collection methods:**

- A) Secondary data collection tools: Secondary data was obtained through reviewing of the literature including books, periodicals and previous studies related to the subject of study.
- B) Primary data collection tool: This study used the questionnaire as a main tool to gather primary data, the questionnaire included three parts.
  - **Part I:** contains the demographic variables (experience, profession, age, job level). This section aims to provide general background about the participants in this study.
  - **Part II:** included a set of closed questions which aim to measure the various fields of study, constituting (knowledge authority, job authority (law), knowledge and job authorities together, and decision-making).

For the purpose of statistical analysis and testing of the hypothesis, the researched used to collect the answers of the respondents according to Likert scale with five degrees in the four areas of the questionnaire ((knowledge authority, job authority (law), knowledge and job authorities together, and decision-making), which was adopted for the study, as shown in table ( 1) her below:

**Table (1) illustrates the scale of the study**

Estimation	Strongly Yes	Yes	Partially	No	Strongly No
Degree	5	4	3	2	1

**2.2. Testing of the tool, (the questionnaire):**

A. **Instrument Validity:** Tool validity is defined as the process of making sure that the tool (scale) used is designed to effectively measure the phenomenon, and this has been confirmed as it has been reviewed, after development, by four arbitrators and specialists, to ensure its coverage to the basic aspects of the subject as well as to ensure its clarity and safety in formulation of its contents. The tool then been amended according to their observations.

B. **Instrument Stability and Reliability:** Stability and reliability of the tool used in the study have been ensured by the use of ( Cronbach's alpha coefficient) for internal consistency of questions with multi-point

measurements of the study. This is to ensure not to get wrong data extracted by the measurement tool, whereas the value of this parameter reached (88.6%) of the themes of the study.

**2.3. Population and study sample:** The study population is represented in admins and head departments in the Municipality of Jeddah, totaling (396), a number of (150) out of them are approximately chosen to participate in the study. The study sample included 150 employees of the total, whereas the researcher selected the sample according to the ease of communication and contact with the staff of the Secretariat. In fact this kind of sampling is considered as quick and not costly, and from which the information can be taken in a convenient way without difficulties. Statistical Package for Social Sciences Program (SPSS) has been used for the analysis of Statistical methods used: The primary data collected for the purposes of this study. In consistence with the nature of the study and its objectives and hypotheses, many statistical methods have been used including some descriptive methods compromising; percentages, frequencies, averages and standard deviations for the various paragraphs of the questionnaire. Averages have been calculated separately for each question constituting each dimension. Pearson Correlation Coefficient was also used to measure the correlation between the study variables about answers of the sample. Finally, various analysis was made to test the relationship between the demographic variables and decision-making.

#### **2.4. Terms and procedural definitions:**

**Authority:** is the practice of a leader for the specific powers according to regulation, while doing his work. Such leader has been chosen by the group for this role, so they use to obey him and cooperate with him. (Almizjaji, 2017). The researcher defined authority: It is the right of an individual or a group of individuals to influence the others.

**Position:** is the mission of the tasks that constituted the administrative unit within the organization of any public institution (government) or private (commercial). The position has its duties, responsibilities and goals, and operated by a decision, and occupies a specific place in the organizational chart of the entity (Almizjaji, 2017).

**Legal authority:** is the practices carried out by the leader based on the legitimate, clear and specific power offered to him by the group choosing him and empowered him to manage their public affairs. (Almizjaji 2017)

**Job authority:** derived its power from the position itself, or the legal base or the formal regulation. Such type of authority is linked to the official position and practiced by the President or the Director on the internal or external people (inside or outside the organization).

**Knowledge :** Knowledge is derived from the verb "know" and refers to the ability for distinguishing or compatibility, therefore it includes all that can be defined or can be understood. The meaning is that cognitive knowledge resulting from the scientific researches, philosophical thinking, field studies, experiences, development, innovative projects and other forms of intellectual production of human through time are all represented in cognitive knowledge considered as usable in any field of science. The researcher defined knowledge: as all the information, experience and skills that used by individuals in order to do their jobs perfectly.

**Decision:** It is a certain situation taken by the person or persons in writing or orally, or both, in order to solve a specific problem or to achieve a certain goal. (Almizjaji, 2017)

**Decision-making:** means the steps to be followed to deal with the case in question (Almizjaji, 2017).

### **3. Theoretical Framework and Literature Review**

#### **3.1. Theoretical Framework**

Knowledge is the power, as the authority and the power as well as the influence of the organization is measured by its ability to produce and distribute knowledge, which represent the power and the key successful factor for sustainability in the future. The argument in knowledge and authority was initiated since the ancient time, whereas authors see that the one who owns the scientific knowledge is the one who has the right to take the political and legitimate decision based on knowledge authority and number of defenders. Whereas authorized people see that definition minimize their area of authority. Islamic scholars see that all the ways that lead to knowledge, can also lead to politics, therefore, knowledge and politics intersect each other during the Islamic experience across the time. Knowledge authority tends to be political while politics people have the intention to have the functional knowledge. (Al Sagheer, 2016).

Sources of knowledge: (Saffady, 2000) defined the source of knowledge as that source which contains or combines knowledge, and argued that intelligence, learning and experience are factors for determination of the knowledge of people. In the ancient time, Aristotle referred source of knowledge to the common sense. The most important sources of knowledge, are mainly divided into two parts:

1. external sources: It is those sources that appear in the surrounding environment of enterprises, which depends

on the type of relationship with the other pioneer institutions in the field, or belonging to communities that facilitate the cloning process of knowledge. The best examples of these sources are; libraries, Internet and Intranet, observations of Lotus, the sector in which entity operates, competitors, suppliers, customers, universities, scientific research centers and foreign patents. The environment is considered as one of external source of information and knowledge, where individuals working on different organizational levels and through one or all of their sensory perceptions (auditory, visual, touch, taste or smell) they can obtain data and events from the surrounding environment and through their cognitive abilities (such as meditation, understanding, causation and judgment) they can deal with this data and turn it into information. Through the experience, intelligence, thinking and learning individuals can interpret this information and put it in the sense of transformation into knowledge, and the differences in the level of this knowledge depends on the difference in means and perceptions above mentioned .

Vail, (1999) pointed that each institution is working to anticipate potential threats or opportunities to be effective, so these institutions should be able to capture information and knowledge from the environment. Some institutions tend to adopt a complex monitoring systems, as the staff members responsible of observing information or knowledge follow up the latest technological advances appeared in the scientific conferences, journals and trade secrets. Some institutions assigns informants or intermediaries to carry out what we call espionage processes in the market.

2. Internal sources: The internal sources are represented in the experiences of the organization members accumulated about various topics and their ability to benefit from the learning of individuals, groups and the organization as a whole, in addition of processes and technology adopted by the organization. Examples of internal sources: Strategies, internal conferences, electronic libraries, classroom learning, dialogues, internal operations of staff members through using of intelligence, experience, skill or through learning by practicing or conduction of internal research and patents. The growing awareness of knowledge is linked with the progress in information technology, especially the use of Internet, but some asserts that knowledge does not lie in the accumulation of information. In the area of reserving information as a source of knowledge, there are two hypotheses:

The first hypothesis presumes that the search for information and its develop leads to knowledge, and this knowledge based on research will be used to improve products and services.

The second assumption is that the quality and use of knowledge is independent of their sources, so that the information provided to the decision maker is to be from other sources.

It should be pointed out that the integration of key business components (strategy, people, process, technology) with a major information technology (systems, applications, data) is carried out through cognitive maps, which represent an important source for collection of knowledge of all types (tacit and explicit knowledge). Knowledge work is mainly linked with knowledge makers activity who occupy advanced positions in the department of operations associated with knowledge and information, and knowledge generated during the business operations is part of the internal sources of knowledge obtained through interaction with the knowledge kept in people's minds.

Types of knowledge: The source of knowledge identifies its type, and different types of knowledge is dependent on the different sources, mechanism of participation and exchange and the purpose behind its application, as well as differing views of the researchers who have studied. (Lundval, 1999) classified knowledge into four types:

1. Know What Knowledge: expresses knowledge about the facts that can be encoded.
2. Know Why Knowledge: about the principles and laws
3. Know How Knowledge: including skills and the ability to perform a specific task.
4. Know Who Knowledge: information about who knows what, or who knows how to perform what.

Most of the researchers (Vail, 1999 - Hauer, 1999 - Duffy 2000 -King, 2000) classified knowledge into two types:

1. Tacit Knowledge: based on personal experience, guiding rules, intuition and personal judgment.
2. Explicit knowledge: which is the official and organized knowledge that can be coded and written and passed on to others (Link Source: <https://hrdiscussion.com/hr4521.html>)

Effective Decision-Making: Decisions need to be capable of being implemented, whether on a personal or organizational level. You do, therefore, need to be committed to the decision personally, and be able to persuade others of its merits. An effective decision-making process, therefore, needs to ensure that you are able to do so.

What Can Prevent Effective Decision-Making?

There are a number of problems that can prevent effective decision-making. These include:

1. Not Enough Information: If you do not have enough information, it can feel like you are making a decision without any basis. Take some time to gather the necessary data to inform your decision, even if the timescale is very tight. If necessary, priorities your information-gathering by identifying which information will be most important to you.

2. Too Much Information: The opposite problem, but one that is seen surprisingly often: having so much conflicting information that it is impossible to see ‘the wood for the trees’. This is sometimes called analysis paralysis, and is also used as a tactic to delay organizational decision-making, with those involved demanding ever more information before they can decide. This problem can often be resolved by getting everyone together to decide what information is really important and why, and by setting a clear timescale for decision-making, including an information-gathering stage.

3. Too Many People: Making decisions by committee is difficult. Everyone has their own views, and their own values. And while it’s important to know what these views are, and why and how they are important, it may be essential for one person to take responsibility for making a decision. Sometimes, any decision is better than none.

4. Vested Interests: Decision-making processes often founder under the weight of vested interests. These vested interests are often not overtly expressed, but may be a crucial blockage. Because they are not overtly expressed, it is hard to identify them clearly, and therefore address them, but it can sometimes be possible to do so by exploring them with someone outside the process, but in a similar position. It can also help to explore the rational/intuitive aspects with all stakeholders, usually with an external facilitator to support the process.

5. Emotional Attachments: People are often very attached to the status quo. Decisions tend to involve the prospect of change, which many people find difficult. For more about overcoming this, see our pages on Change Management, but also remember that ‘deciding not to decide’ is also a decision.

6. No Emotional Attachment: Sometimes it’s difficult to make a decision because you just don’t care one way or the other. In this case, a structured decision-making process can often help by identifying some very real pros and cons of particular actions, that perhaps you hadn’t thought about before. Many of these issues can be overcome by using a structured decision-making process. This will help to:

- Reduce more complicated decisions down to simpler steps. and See how any decisions are arrived at; and Plan decision making to meet deadlines.

Many different techniques of decision making have been developed, ranging from simple rules of thumb, to extremely complex procedures. The method used depends on the nature of the decision to be made and how complex it is. (Link Source :<https://www.skillsyouneed.com/ips/decision-making.html>)

### 3.2. Literature Review

Abeed, Gadah Hassan Asmail 2015(" Title :Knowledge Management Dimensions and its Relationship with Decision-Making Process. Field Study on Commercial Banks in Gaza Strip"): The study aims to explore the relationship between the dimensions of knowledge management (Information technology, Human resources, Organizational sharing, Organizational culture) and the decision making process of the managerial staff at the commercial banks in Gaza Strip. Also, demonstrating the impact of demographic variables (sex, age, qualification, years of experience, age of the bank) on the average estimates of the managers of the relationship between knowledge management and the decision making process. To achieve the aimed objectives, the researcher used the descriptive analytical method, using the questionnaire as a tool of study, which included (80) items. The study was applied on a random sample from the society of the study which included the commercial banks in Gaza Strip (8) banks. (120) questionnaires were distributed and (100) were retrieved at a retrieval rate of (83.3%). The study came out with the following results: The results showed the knowledge management dimensions were at a high degree which is considered a positive indicator of the managers realization at the commercial banks in the strip of knowledge management concept and its dimensions and so implementing these concepts in the decision making process. and The results showed the importance of the decision making process came high at the commercial banks in the strip which is considered a positive indicator of the general orientation to use all the scientific and knowledge means in the decision making process.

- Ivan Litvaj (2015),( Decision - Making, and Their Relation to The Knowledge Management, Use of Knowledge Management in Decision – Making). Our study focuses on two basic areas, firstly on knowledge management, describing its significance and benefits to enterprises, but our main focus is the decision-making, decision making procedures and their relation to the knowledge management. In our study we deal with use of knowledge management in decision-making. As far as the products are changing, so do the technologies, markets and business conditions as well – same stands for enterprises in global market economy. Consequently, there is the need to change business strategies and management systems used by enterprises, because they are subject to changes as well. These changes have to help enterprises to adapt to global economy changes, so the frequency of these changes is growing. But what does it mean to successfully adapt? Answer lies in responding to and satisfying customer needs, effectively answer to their requirements and innovate, change the business and its management systems as well. The knowledge management belongs to up-to-date management systems and more and more enterprises implement it. This is the reason why we focus our study to its use in decision making procedure as one of the key managerial process.
- Rolland Nicolas, (2004)Title: “Knowledge management impacts on decision making: This article

investigates the deep relation between knowledge management and decision - making process. Strategy process is concerned with decisions that influence firm's strategic position. This research tries to link how knowledge management influences these decisions that influence the position. If we can understand what are the knowledge's modes of integration used over the different phases of the strategy - making process, we can act on these modes more efficiently. Based on a qualitative research developed with 92 firms over the last four years, we study and classify how firms implement knowledge management (what we named knowledge management strategies (KMS)) and their impacts on the different phases of the decision - making process in complex situations. For this second stage we analyze 14 decision - making processes. The model is based on the Simon's works and is built around the three phases: intelligence, conception, and selection. We describe knowledge's transformations over this model and the role of each KMS in each phase. This paper demonstrates that knowledge types as well as knowledge management strategies have different roles regarding the phase of the process.

- Alejandro César A. Luna Bernal,(2016) title "Conflict Management Message Styles and Decision Making Patterns in Mexican Adolescent High-School Students"  
In order to contribute to the discussion on decision making and conflict management in adolescence, this paper analyses the relationships between three conflict management message styles (self-oriented, other-oriented, and issue-oriented) and three decision-making patterns (vigilance, hypervigilance / procrastination, and buck-passing), in a sample (N = 401) of Mexican high-school students, aged 15 to 19 years old. The participants answered the Conflict Management Message Style Instrument and the Melbourne Decision Making Questionnaire. In the results, issue-oriented and other-oriented styles correlated positively with vigilance. In turn, self-oriented style correlated positively with procrastination / hypervigilance and buck-passing, and negatively with vigilance. These findings will be discussed considering previous studies on these issues.
- Seyit, Jonas, Zenonas,(2017) study entitled"Decision Making in Construction Management: AHP and Expert Choice Approach"The term and content of construction project management are outlined in this article. The main problems of construction management were identified and possibilities to solve them are discussed. The model for decision making in construction management by using multi-criteria methods was created and applied to real case study. AHP method and "Expert Choice" computer program was employed for calculation.
- John , Wolfgang ,(2017)study entitled"Learning, Reward, and Decision Making ". In this review, we summarize findings supporting the existence of multiple behavioral strategies for controlling reward-related behavior, including a dichotomy between the goal-directed or model-based system and the habitual or model-free system in the domain of instrumental conditioning and a similar dichotomy in the realm of Pavlovian conditioning. We evaluate evidence from neuroscience supporting the existence of at least partly distinct neuronal substrates contributing to the key computations necessary for the function of these different control systems. We consider the nature of the interactions between these systems and show how these interactions can lead to either adaptive or maladaptive behavioral outcomes. We then review evidence that an additional system guides inference concerning the hidden states of other agents, such as their beliefs, preferences, and intentions, in a social context. We also describe emerging evidence for an arbitration mechanism between model-based and model-free reinforcement learning, placing such a mechanism within the broader context of the hierarchical control of behavior .

#### 4. Statistical Analysis and Findings :

The study used the following techniques:

- Means and standard deviation for each domain of study and for each item of each domain items, and total means of them were extracted
- Multiple regressions are used to describe the relationships between dependent and independent variables.
- Linear regressions are used to describe the relationships between dependent and independent variable.
- One way ANOVA was applied to explore significant differences between demographic variables and the process of decision-making

This section presents the findings of the study which aims to identify knowledge authority or occupation authority in the process of decision-making, in Jeddah Municipality. Also, this chapter includes the frequencies and percentages of the sample study answers on questionnaire questions.

Describing the characteristics of the study sample: The study sample consisted of (250) employee from Jeddah Municipality, were randomly selected from the study population, Table (1) shows the distribution of the sample depending on the personal variables.

**Table (1):** distribution of the sample according to the personal variables

Variable	Categories	Frequency	percent
Age	30 years and below	27	10.8
	31-40 years	62	24.8
	41-50 years	115	46
	51 and more	46	18.4
	Total	250	100
Experience	5 years or less	13	5.2
	6-10 years	48	19.2
	11-15 years	72	28.8
	16 years and over	117	46.8
	Total	250	100
Career Level	Manager	23	9.2
	Assistant Director	62	24.8
	Head	165	66
	Total	250	100

Table (1) shows that: For age variable, the highest category (41-50 years) by frequency (115) percentage (46%), but the lowest category (30 years and below) by frequency (27) percentage (10.8%). For experience variable, the highest category (16 years and over) by frequency (117) percentage (46.8%), but the lowest category (5 years or less) by frequency (13) percentage (5.2%). For career level variable, the highest category (head) by frequency (165) percentage (66%), but the lowest category (manager) by frequency (23) percentage (9.2%). Means and standard deviation for each domain of study and for each item of each domain items, and total means of them were extracted; tables below show that

- **Means and standard deviation for "Knowledge" domain.**

**Table (2):** Means and standard deviation for "Knowledge" domain items and total means of them

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	knowledge is stored in a special administrative unit	4.06	0.67	1	High
2	Knowledge is considered as the first source in the process of decision-making	3.89	0.57	3	High
3	There is a special department knowledge management.	3.75	0.70	9	High
4	Knowledge is updated on an ongoing basis	3.69	0.71	10	High
5	The unit of knowledge management is linked to the decision maker	3.76	0.79	8	High
6	Knowledge management is consistent with the organization's goals	3.65	0.74	11	Medium
7	Information and knowledge available with the employee are more than the tasks assigned to him	3.80	0.74	6	High
8	There is a large interest by senior management to development and update	3.46	0.84	12	Medium
9	Environmental organization is characterized by flexibility	3.80	0.70	6	High
10	bonuses process is based on the knowledge obtained by the employee	3.94	0.71	2	High
11	The evaluation process is based on the knowledge possessed by the employee	3.82	0.71	5	High
12	The decision-maker is interested in informal regulation	3.83	0.68	4	High
Total Means		3.79	0.36	-	High

Table (2) shows that the highest means reached (4.06) out of (5) for item (1) "knowledge is stored in a special administrative unit" by high agreement degree, and the lowest means was (3.46) for item (8) "There is a large interest by senior management to development and update" by medium agreement degree. The total means for "knowledge" domain reached (3.79) by high agreement degree.



**-Means and standard deviation for "Job Authority (Law)" domain.**

**Table (3):** Means and standard deviation for "Job Authority (Law)" domain items and total means of them

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	The legal rule is applied as it is	3.75	0.64	5	High
2	Job authority is considered as the only source of decision-making	3.61	0.72	8	Medium
3	A closed system is applied in the organization	4.11	0.76	1	High
4	The main source of decision-making process is bylaws of the organization	3.78	0.63	4	High
5	Job authority is considered as the source of knowledge	3.70	0.67	6	High
6	Legal authority is the only source to reach the set goals	3.90	0.70	2	Medium
7	The development rule and the modern control process are applied in the organization	3.22	0.52	10	Medium
8	There is no conflict between Job authority and knowledge in the decision-making process	3.52	0.56	9	Medium
9	Decision maker adheres to formal regulations	3.68	0.58	7	High
10	External environment is the source for decision-making	3.80	0.68	3	High
Total Means		3.71	0.28	-	High

Table (3) shows that the highest means reached (4.11) out of (5) for item (3) "A closed system is applied in the organization" by high agreement degree, and the lowest means was (3.22) for item (7) "The development rule and the modern control process are applied in the organization" by medium agreement degree. The total means for "Job Authority (Law)" domain reached (3.71) by high agreement degree.

**-Means and standard deviation for "Knowledge and job authority together" domain.**

**Table (4):** Means and standard deviation for "Knowledge and job authority together" domain items and total means of them

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	Unformal environment prevails the meeting of the decision-making process	3.83	0.75	9	High
2	The decision-making process is adopted according to new knowledge available	3.91	0.71	7	High
3	All parties are allowed to talk and make discussion when taking the decision-making	3.83	0.65	9	High
4	Job authority can be changed while decision-making.	3.93	0.69	4	High
5	Decision-making process is completed through an integration process between knowledge authority and job authority.	3.92	0.83	6	High
6	Decisions are often made by administrative and technical specialists.	3.56	0.56	12	Medium
7	There is flexibility in the application of job authority.	3.85	0.51	8	High
8	Decisions are made according to the stock of knowledge existing in the organization.	3.98	0.66	2	High
9	Knowledge authority and job authority are processes complementary to each other.	3.93	0.72	4	High
10	Job authority is adjusted on an ongoing basis according to the updated knowledge.	3.94	0.67	3	High
11	Knowledge authority supports job authority.	3.76	0.71	11	High
12	Job authority supports Knowledge authority.	4.08	0.98	1	High
Total Means		3.87	0.27	-	High

Table (4) shows that the highest means reached (4.08) out of (5) for item (12) "Job authority supports Knowledge authority" by high agreement degree, and the lowest means was (3.56) for item (6) "Decisions are often made by administrative and technical specialists" by medium agreement degree. The total means for "knowledge" domain reached (3.87) by high agreement degree.

- **Means and standard deviation for "Decision making" domain.**

**Table (5):** Means and standard deviation for "Decision making" domain items and total means of them

No	Items	Mean	Standard. Deviation	Rank	Agreement Degree
1	I am interested in gathering information and knowledge that will help me in the decision-making process in a notebook which I use to carry with me constantly	3.70	1.29	11	High
2	I use to stop for thinking when making the decision in order to know what I am trying to reach	4.02	0.97	7	High
3	I prefer to review the tasks and duties regularly and continually to take the decision- in a sound manner	4.18	0.91	2	High
4	Decision-making process is based on the facts and information available to me without the need for what is provided through job position.	4.09	1.03	5	High
5	Lack of information leads to the difficulty of taking the decision in an ambitious manner	3.98	1.00	8	High
6	Performance of tasks out of its deadline leads to weakness in decision-making	3.77	1.22	9	High
7	I use policy of giving and taking ideas that can benefit decision-making.	4.17	1.04	3	High
8	I submit suggestions and innovative ideas in the meetings for discussion	4.04	1.03	6	High
9	I prefer to obtain information about the opinions of others for the decisions to be taken	4.32	0.91	1	High
10	I realize that the workloads and job responsibility limit my ability for decision-making	4.10	0.94	4	High
11	I use to cancel any decision if one of the employees presented evidence that the decision taken is wrong.	3.76	1.24	10	High
Total Means		4.01	0.65	-	High

Table (5) shows that the highest means reached (4.32) out of (5) for item (9) "I prefer to obtain information about the opinions of others for the decisions to be taken" by high agreement degree, and the lowest means was (3.70) for item (1) "I am interested in gathering information and knowledge that will help me in the decision-making process in a notebook which I use to carry with me constantly" by high agreement degree. The total means for "Decision making" domain reached (4.01) by high agreement degree.

**The first major hypothesis:**

There is a statistically significant relationship between the (knowledge authority or job authority or both), and the process of decision-making.

To test this hypothesis, and to detect the relationship between the (knowledge authority or job authority or both), and the process of decision-making, the (Multiple Regression) analysis was used; table (6) shows that.

**Table (6):** result of the (Multiple Regressions) analysis of the relationship between the (knowledge authority or job authority or both), and the process of decision-making of (n= 250)

Independent variable	"t" value	"t" sig	Beta	R	R <sup>2</sup>	"f" value	"f" sig
Knowledge Authority	2.601	0.010	0.173	0.526	0.277	31.386	0.000
Job Authority (Law)	3.068	0.002	0.207				
Knowledge and job authority together	4.055	0.000	0.264				

Table (6) shows the presence of statistically significant relationship at significant level ( $\alpha \leq 0.05$ ) between the (knowledge authority or job authority or both), and the process of decision-making, where "f" value reached (31.386) by statistically significant (0.000).

**The sub-first hypothesis:** there is statistically significant relation between knowledge authority and the process of decision-making.

To test this hypothesis, and to detect the relationship between knowledge authority and the process of decision-making, the (linear Regression) analysis was used; table (7) shows that.

**Table (7):** result of the (linear Regressions) analysis of the relationship between knowledge authority, and the process of decision-making of (n= 250)

Independent variable	"t" value	"t" sig	Beta	R	R <sup>2</sup>	"f" value	"f" sig
Knowledge authority	7.014	0.000	0.407	0.407	0.166	49.191	0.000

Table (7) shows the presence of statistically significant relationship at significant level ( $\alpha \leq 0.05$ ) between knowledge authority, and the process of decision-making, where "f" value reached (49.191) by statistically significant (0.000).

**The sub-second hypothesis:** there is statistically significant relation between job authority and the process of decision-making.

To test this hypothesis, and to detect the relationship between job authority and the process of decision-making, the (linear Regression) analysis was used; table (8) shows that.

**Table (8):** result of the (linear Regressions) analysis of the relationship between job authority, and the process of decision-making of (n= 250)

Independent variable	"t" value	"t" sig	Beta	R	R <sup>2</sup>	"f" value	"f" sig
Job authority	7.451	0.000	0.428	0.428	0.183	55.525	0.000

Table (8) shows the presence of statistically significant relationship at significant level ( $\alpha \leq 0.05$ ) between job authority, and the process of decision-making, where "F" value reached (55.525) by statistically significant (0.000).

The sub-third hypothesis: there is statistically significant relation between both knowledge and job authority and the process of decision-making.

To test this hypothesis, and to detect the relationship between both knowledge and job authority and the process of decision-making, the (linear Regression) analysis was used; table (9) shows that.

**Table (9):** result of the (linear Regressions) analysis of the relationship between both knowledge and job authority, and the process of decision-making of (n= 250)

Independent variable	"t" value	"t" sig	Beta	R	R <sup>2</sup>	"f" value	"f" sig
both knowledge Job authority	7.868	0.000	0.447	0.447	0.200	61.904	0.000

Table (9) shows the presence of statistically significant relationship at significant level ( $\alpha \leq 0.05$ ) between both knowledge and job authority, and the process of decision-making, where "f" value reached (61.904) by statistically significant (0.000).

**The second major hypothesis:**

There is a statistically significant relationship between demographic variables (age, experience, job level), and the process of decision-making.

To test this hypothesis analysis of variance (ANOVA) was applied to explore significant differences between demographic variables (age, profession, age, job level), and the process of decision-making; tables below show that.

**Table (10):** the result of (ANOVA) to explore significant differences between demographic variables (age, experience, job level), and the process of decision-making

demographic variables	Categories	Means	Standard. Deviation	"f" value	sig
Age	30 years and below	3.91	0.54	0.904	0.440
	31-40 years	3.94	0.59		
	41-50 years	4.03	0.70		
	51 and more	4.12	0.66		
Experience	5 years or Less	4.08	0.53	2.380	0.070
	6 – 10 years	3.86	0.51		
	11-15	3.93	0.68		
	16 years and over	4.12	0.68		
Job level	Manager	4.42	0.61	8.777	0.000
	Assistant Director	4.15	0.68		
	Head	3.90	0.61		

Table (10) shows that:

- There are statistic significant difference between demographic variables job level and the process of decision-making, F value was (8.777) by sig (0.000). There favor of (manager) category by mean (4.42), but (Head) category mean was (3.90).

There are no statistic significant difference relationship between demographic variables (age, experience) and the

process of decision-making

## 5. Conclusions and Recommendations

The study finds the following:

- There is a statistically significant relationship between the (knowledge authority or job authority or both), and the process of decision-making.

Including the following sub-results:

- a. There is statistically significant relation between knowledge authority and the process of decision-making.
  - b. There is statistically significant relation between job authority and the process of decision-making.
  - c. There is statistically significant relation between both knowledge and job authorities and the process of decision-making
- There are statistic significant difference between demographic variables job level and the process of decision-making. There favor of (manager).
  - There are no statistic significant difference relationship between demographic variables (age, experience) and the process of decision-making.

The study recommends:

- Define employee from what has been done already. By leveraging the experience and capabilities of others, less time and effort is required and fewer mistakes are made.
- Building community and strengthening the ties that bind employees together. That is share a concern or passion and learns to do it better through regular interaction.
- Put business strategy simulation that requires leadership and teamwork.
- Involve Employees in Decision Making, When associates are involved in the decision making, they feel in ownership and management positions value them as a significant contributor to the team's success, then raise their level of effort and commitment to ensure the department's or company's success.

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