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Exploring Mediating Role of Resistance to Change in the Relationship between Decision Importance and Strategic Decision Effectiveness

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Abstract

Studies on strategic decision effectiveness have received less attention in Saudi Arabia. Its importance in the smooth management of organization can never be overemphasized. More so, the findings by these few researchers have been inconsistent. There is the need to embark on this study to explore further the position of the strategic decision effectiveness in combination with constructs such as decision importance, decision motives, decision uncertainty and resistance to change. Attribution theory describes the behavior of individual in a group and is the focal point of the study. Individuals at work do not like changes, hence, the idea to explore effect of resistance to change in the relationship between decision importance and strategic decision effectiveness which was never explored prior to this study. The objective of the study is two folds: First is to determine the relationship between decision importance and second is to explore the mediating role resistance to change in an organization could play in the relationship between decision importance and the strategic decision effectiveness study. To achieve these objectives, two hypotheses and two research questions were formulated. Structured questionnaire was used in a five-point Likert Scale. The respondent comprised to 200 hundred senior administrator and academic staff that partake in decision of public universities in the KSA. The finding indicates positive and significant relationship between the construct under study. The result also indicates that resistance to change mediate in the relationship between the decision importance and the strategic decision effectiveness.

Keywords: Resistance to Change, Strategic Decision, Decision Effectiveness, Decision Motives, Decision Uncertainty and Decision Importance

Introduction

As a result of globalization and technological changes, higher education sector has been changing continuously and significantly in their scope of operations and mandates to their countries across the world. Thus, higher education institutes globally are facing different kinds of diversified challenges emanating from factors of changes such as continuous accreditation, financing, ranking matters, students' employability, e-learning technologies etc., (Sarker, et'al, 2010; Commons Library Research, 2023). Universally, every institute tries to outshine the other competing universities, huge demands from students for upgraded academic and non-academic facilities, continuous changes in the job requirements, changes in the national education policies, international collaboration between the universities, increased cost of education because of continuous technological and logistics advancement in the education sector, race for domestic and international ranking by ensuring quality of education (Ghonim, Khashaba, Al-Najaar, and Khashan, 2022). As they have an impact on revenue, student enrolment numbers, success, and survival, many of those challenges require the education industry revise their delivery of academic courses and other functions.

As a matter of fact, Strategic Decision-Making process (SDM) is one of the areas of challenges in organizational management in the recent time (AlDean, (2017). Globally, SDM is seen as fundamental issue in most organizations and the High Education Institutions inclusive. Previous literatures suggest that the concept of SDM is not well understood and that organizations find it difficult to develop and implement SDM especially in the Higher Education Institutions sector (HEIs) (AlDean, 2017). AlDean, (2017) is among the researchers who explored the contextual factors in SDM and how they are carried out in the tertiary institutions. These factors comprise of decision specific characteristics, internal factors and external factors (Elbanna and Child, 2007).

Within this context, this current study is exploring the relationship between decision importance which is one of the dimensions of decision specific characteristic and the strategic decision effectiveness. The government of the KSA has planned the "Saudi Vision of 2030" which is intended to further grow, and develop the nation's HEI sector. The reform efforts by the KSA particularly the "Vision 2030", is a package aiming at finding a lasting solution to the serious economic challenge being anticipated as the Kingdom's budget shortage keep widening as a result of oil prices decline and cuts in quota by OPEC. Thus, intensifying efforts in the educational sector, entrepreneurship, and innovation to achieving the KSA Vision 2030 is being targeted to ensure diversification of the Saudi economy and to develop vibrant job market.

KSA Vision 2030 lays out a bold plan for reshaping education in the Saudi Arabian Kingdom (Mitchell and Alfuraih, 2018). This include rationalizing the academic and curriculum facilities of Saudi education institutions through different kind of modifications. Additionally, one of the main goals of KSA Vision 2030 is encourage students to perform above average of international standards and to have considerable number of Saudi institutions rated among the top 200 universities world over. The engagement and commitment of Saudi universities, as well as their contribution to knowledge development and innovation, are quite crucial for the success of Vision 2030 (Fakeeh, 2016). Therefore, strategic decisions at universities are essential to the effective execution of KSA Vision 2030.

It is noteworthy that unlike normal routine decisions made regularly during the usual operations of an organization, strategic decisions are decisions that shape the organization's goals that are developed through strategic analysis to channel the firm's resources to accomplish those goals (Aldhaen, 2017). According to Dewulf and Biesbroek (2018), strategic decision- making is full of intricacies due to higher level of uncertainty involved in it. This form of decision (strategic decision) indicates the integrated approaches that are vital to managing organizations and are necessary for effecting changes in the organizations (Limani, Hajrizi, Stapleton and Retkoceri 2019).

From the above discussions, it is noticeable that to ensure prosperity of an organization, high quality and effective strategic decisions supported by efficient leadership are really important (Liu, Yang and Xie, 2022). Consequently, the long-term success and existence of the organization hinges on a well-structured strategic decision-making method and the effectiveness of the strategic decisions (Elbanna, Hsieh, and Child, 2020).

In this regard, to achieve the Vision 2030 of Saudi Government and to ensure standard quality education for the Saudi people, measuring effectiveness of the strategic decisions as well as identification of the factors affect the effectiveness of the strategic decisions are deemed important. Nevertheless resistance to change among the strategic decision-makers plays a significant role in analyzing the factors that affect the effectiveness of the strategic decisions while making strategic decisions (Zhan, Tan, Ji, and Tseng, 2018; Zhao & Smillie, 2015). Therefore, this study aims to investigate the factors that affect the effectiveness of strategic decisions in KSA universities and how the resistance to change mediates in the relationship between the decision importance and the strategic decision effectiveness. This study put forward some questions based on the problem statement and research objectives to guide the study.

1. Does decision importance influence effectiveness of strategic decision making in KSA public Universities?
2. Does resistance to change has any mediating influence on the relationship between decision importance and strategic decision effectiveness?

Based on these research questions, the specific objectives of the study are as follows:

1. To determine the influence of decision importance on strategic decision effectiveness in KSA public universities?
2. To examine the mediating influence of resistance to change on the relationship between decision importance and strategic decision effectiveness.

Literature Review

Strategic Decision Effectiveness

According to Visinescu, Jones and Sidorova, (2017) strategic decision effectiveness explains the quality of decision making. Some researchers Elbanna & Child, (2007; Papadakis and Lyriotaki, (2013) identified some factors that affect the strategic decision-making activities and some of them (Al Dhaen, 2021; Aldhaen, 2017; Elbanna and Child, 2007; Elbanna, et al., 2020) explained some strategic decision factors that affect strategic decision-making which impact on the decision effectiveness. Amongst the factors are strategic decision specific characteristics which includes decision importance, decision motives and decision uncertainty. Others are the internal factor such as management attitudes and university

resources; the external factors which includes market demand, government policy, market competition However, preliminary review of literature in this study revealed some factors that affect the strategic decision effectiveness in higher education in Saudi Arabia, which are decision importance, decision motives and decision uncertainty.

Decision Importance and Strategic Decision Effectiveness

According to Norton, (2010), "importance in a decision refers to degree to which a decision affects the organization's performance measurement and management system". Christensen (2016) is of the view that "important decisions are those that involve making choices about how to allocate resource and prioritize initiatives to drive innovation and growth". Decision importance is the degree of importance and impact of the decision hold by the managers. In fact, not all issues have equal degree of importance during decision making; thus, based on the level of importance of an issue, the manner in which a decision may be taken differs altogether. The decision importance is comprised of some basic elements among them are: consequences of the outcomes of the decision e.g. financial losses or gains are important; thus, any decisions about them are seen to be important decision. Uncertainty is another element and this has to do with the level of uncertainty or loss associated with decision taken; for instance, unpredictable market trends. Another element is the impact on goals which explains the extent to which decision aligns and/or impact on the achievement of both organizational and personal goals.

Decision importance is the degree of importance and impact of the decision hold by the managers. In fact, not all issues have equal degree of importance during decision making; thus, based on the level of importance of an issue, the manner in which a decision may be taken differs altogether. Nieto et al. (2019), opined that magnitude of impact, which denotes the importance of the issue, is a very important aspect of strategic decision-making. Wheelen, Hunger, Hoffman, and Bamford (2017), stated that problems in which risk factor are very high and having long-term effects may require very rational approach and techniques in decision making at strategic level. Aldhaen (2021) were of the view that decision importance has significant and positive relationship with strategic decision effectiveness.

Shepherd and Rudd (2014), also claimed that role of decision importance plays is crucial in the strategic decision making leading to effective strategic decision. Aldhaen (2017) and Al Dhaen (2021) observed that decision importance affects positively the decision effectiveness. Leiblein, Reuer, and Zenger (2018), are of the view that perceived importance of decision play's important role in strategic decision-making. Some studies indicated that decision importance in strategic decision-making is very vital. However, the review of literature, the findings on this area have been found to be inconsistent, and its impacts on the effectiveness of the strategic decision is not quite clear and well established; thus, this study will re-examine the impact of decision importance on the strategic decision effectiveness. This led to following hypothesis:

H1: Decision importance has significant positive influence on the strategic decision effectiveness among the strategic decision-makers of KSA public universities.

Resistance to Change

Change involves "persistently renewing an organisation's path, structure, and competences to serve the ever-changing requirements of external and internal" stakeholders in an

organization (Moran and Brightman, 2000, p. 66). The term resistance to change develops from fear of uncertain conditions, coupled with its associated challenges (Carleton, 2016). Resistance to change is seen as the administrator 's preference to reserve things or process as they actually are in spite of available alternatives to explore (Oreg's, 2003); Oreg, 2018; Hon *et al.*, 2014). Therefore, it is pertinent to understand some of the challenges on the path of Vision 2030 as it relates to the Saudi Arabian education industry. In general, change in education entails modifying or redesigning the curriculum, research, administration, finances, and school-community interface (Alshuwaikhat *et al.*, 2016). Unfortunately, employees will always not accept changes. This is why there is the need to study if the decision makers' fear of resistance to change might mediate the relationship between decision importance and the strategic decision effectiveness.

Circumstances of this nature have led workers to collectively or independently resist changes in various organization as suggested by Arnestad *et al.*, (2019) and sometimes despite aggressive stimulations are offered to appreciate the benefits accruing to them due to such changes, some hardly accept the changes (Murrar and Brauer, 2019). Furthermore, fear, uncertainties, and inadequate idea of the repercussion of change initiatives have frequently caused employees rejection or resistance to changes. Employees that finds it hard to recognise and accept the purposes of the changes typically resist such changes.

Conversely, in the event that staffs are not sure of the benefits of changes or do not belief the objectives of the change to be achievable, they usually resist such changes (Limani, Hajrizi, Stapleton and Retkoceri 2019). Many researchers applied resistance to change as a criterion variable (Dorling, 2017). Rafferty and Jimmieson (2017) however used the construct as mediator in 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 decision importance and the effectiveness of strategic decision of Saudi public universities (Wheelen, Hunger, Hoffman and Bamford, 2017).

Several research studies have shown that decision importance impact very well on effectiveness of strategic decision (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). Based on these assumptions, the following hypothesis will be tested in this study:
H_2: Decision importance has significant positive influence on resistance to change among the strategic decision-makers of KSA public universities.

Decision Importance, Resistance to change and Strategic Decision Effectiveness
According to Shrestha et al. (2019), decision importance refers to the magnitude of impact of a decision. Decision importance indicates how essential or not a strategic decision is taken, as managers may not assign all strategic decisions the same weight (Razali and Wah, 2011). Therefore, in the process of making strategic decisions, decision importance has been regarded as a strategic decision-specific characteristic (Gosling et al., 2020). However, in the study conducted by Elbanna and Child (2007), they found a significant relationship between decision importance and the effectiveness of strategic decision. However, despite the argument that decision importance has a direct influence on both strategic decision and

resistance to change, it is equally plausible to argue that decision importance can indirectly impact the effectiveness of decision making based on the expectations of mediation (Baron and Kenny, 1986). Certainly, existing empirical studies have established the influence of decision importance on resistance to change (Zhiren and Yanqing, 2016) and the influence of resistance to change on decision making effectiveness (Aydiner, Tatoglu, Bayraktar, and Zaim, 2019). In this regard, this study asserts that resistance to change can mediate the relationship between decision importance and the effectiveness of strategic decision. To test these expectations, the researcher therefore advances the following hypothesis:

H_3: Resistance to change mediates the relationship between decision importance and strategic decision effectiveness of public universities in KSA.

Conceptual framework

The conceptual relationship is illustrated in Figure 1, which presents the proposed study framework. Figure 1 demonstrates how resistance to change acts as a mediating variable between decision importance and strategic decision effectiveness.

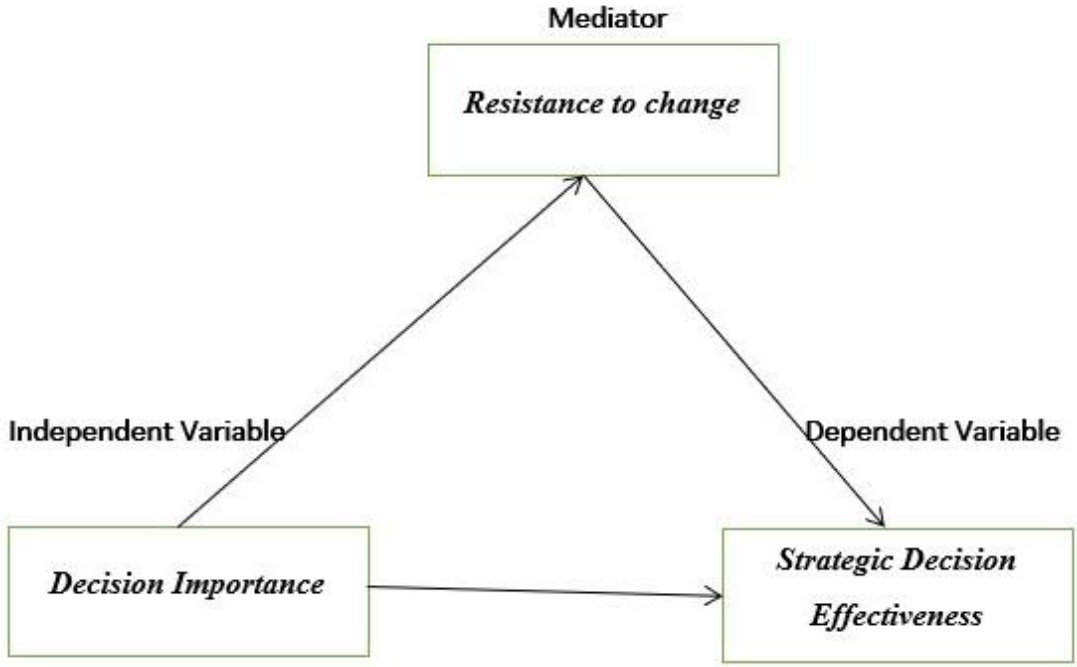

Figure 1. Study Framework

Research Methodology

Population and Sampling Technique

This research applied quantitative method analysis, based on positivist paradigm and focused on assessing the hypothetical model argued in the extant literature about the study constructs. In order to be sure of a complete analysis, two hundred structured questionnaires were administered to top management of the public universities in the Kingdom of Saudi Arabia. The questionnaires were taking to the respondents in their various institutions physically given to each individual respondent selected. This method of delivering the questionnaires enabled informal contact, thus completion of the questionnaire is made appropriately; which in turn, boasted high rate of responses. The sampling approach used was the stratified random sampling. This enabled relative representation of the numerous universities (Sekaran & Bougie, 2016).

The entire study was focused on university decision makers such as the dean, sub-deans, director of various departments and units involved in KSA. A total of 276 respondents were selected as sample size from 1,009 decision makers of the KSA universities population. This study sample is selected using the Krejcie and Morgan (1970) table for identify minimum number of sample needed. Out of the 276, only 200 were used as 60 were not returned, 16 were found to with too many data points not responded to on the questionnaire which were declared missing values and were not coded. The respondents' contact emails and numbers were obtained from the staff directories of the universities, and then survey questionnaire was taken to the respondents in their institutions.

Measurement of Instruments

The questionnaire is designed into two sections. Section I comprises of personal bio data of the respondents, and Section II deals with data on decision importance, resistance to change and strategic decision effectiveness. The decision importance was assessed by six items. Other constructs are resistance to change which has six items, and lastly the strategic decision effectiveness which was assessed using seven items. The questionnaire was designed in a 5-point Likert scale, (1) strongly disagree and (5) strongly agree. The two constructs decision importance and decision effectiveness were adapted from Elbanna and Child (2007); while resistance to change was adapted from Oreg (2003), with seven items used in its assessment. The instruments were tested for their validity and reliability. Cronbach's alpha analysis by Oreg (2003) and Oreg *et al.* (2008) was presented as sufficiently reliable as coefficients of Cronbach's α of 0.87 was obtained for Oreg (2003) and 0.83 coefficient of Cronbach's alpha for Oreg *et al.* (2008). The result analysis for this current study for Cronbach's alpha is 0.840 for DI, 0.752 for RC and 0.42 for SDE. This means that all the contracts met the threshold of the rule of thumb of 0.7 and are therefore valid and reliable.

Results

Under this part, the researcher intends to discuss the different analyses carried out in the article, the presentation of the result and the discussion of the implication of the findings in the conceptual theory and in the practical life experiences particularly of the public universities of the KSA.

Results of Preliminary Analysis

The data gathered were analysed in two folds. Firstly, the preliminary examinations of factors such as the missing values and outliers were checked (Heir et'al., 2017). Thereafter, factor analysis was performed to confirm the adapted questionnaire's reliability and validity, followed by the normality test to detect the nature of data distribution as to whether the data is normally or not normally distributed. Further to this, the analysis next to that carried out was the measurement model analysis wherein the items reliability is checked and then lastly the structural model analysis is carried out to test the hypotheses of the study. The analysis result presented in tables one and two are test of Cronbach's alpha determination:

Table1
Reliability Statistics

Cronbach's Alpha	N of Items
.717	3

Source: result of analysis (2025)

Table 2
Item-Total Statistics

Variables	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DI	6.9407	5.471	.741	.840
RC	6.5970	3.200	.810	.752
SDE	6.8520	3.666	.742	.790

The Table 1 and the Table 2 shows results of reliability test through the Cronbach's alpha. The variables and the measuring instruments 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 magnitude of internal consistency. Thus, it implies that this set of items for every variable reliably measures the same features.

Common Factor Analysis
The common factor analysis was conducted into to determine the variance extracted by each of the items of indicator. The rules for determining the level of the variance extraction are two. Firstly, we must have at least one of the indicators having an eigenvalue greater than one (1). Secondly, the prime factor that is the first factor should not load more than 50 percent of the total variance to itself. The two conditions were met since three items have eigenvalues more than one (1). Also, the prime factor did not load up to 50 percent of the total variance. Find the result in the Table 3.

Table 3
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.699	48.494	48.494	9.699	48.494	48.494
2	4.028	20.142	68.636	4.028	20.142	68.636
3	2.317	11.584	80.220	2.317	11.584	80.220
4	.584	2.921	83.141			
5	.522	2.611	85.752			
6	.410	2.048	87.799			
"	"	"	"			
"	"	"	"			
"	"	"	"			
19	.085	.423	99.703			
20	.059	.297	100.000			

Extraction Method: Principal Component Analysis.

Table 3 shows the result of the analysis of the variables which helps reduce huge set of variables into a minor set of artificial variables known as principal component, and explains most of the variance in the original variables. The principal factor loaded exactly 48.494 and is less than 50 percent, this is satisfactory. Furthermore, there are three factors that got more than one eigenvalue. As a rule of thumb, there must be at least one of the variables that loaded at least one eigenvalue for the variance to have been dispersed spatially. Thus, in this result, there are already three factors with more one eigenvalue which is a good indication of strong correlation.

Multicollinearity

The term multicollinearity is a situation whereby some independent variables became extremely interconnected in a regression analysis executed (Kumari, 2008; Hair et al 2017). These kinds of connection lead to irregularity of statistical approximations of regression thereby making it cumbersome to comprehend and make deductions (Kumari, 2008). Thus, the problems to do multicollinearity are solvable by way of running multivariate analysis (Kline, 2015). Where only one predictor variable may be very much connected to so many other predictor variables, we say there is multicollinearity (Kline, 2015). Therefore, if the exogenous variables are extremely connected, the condition may bring about erroneous valuation in the regression statistical values, which may amplify standard errors and underestimate explanatory rule of the model (Hair et al., 2019). The model that generated tolerance value of not less than 0.5 and an

Table 4
Multicollinearity statistics Coefficients a

Model	Collinearity Statistics	
	Tolerance	VIF
Decision Importance	0.523	1.906
Resistance to Change	0.556	1.820

a. Criterion Variable: Prob SDM

Kline (2016) opined that when the tolerance statistics is greater than 0.10 and the variance inflation factor (VIF) falls below 5.0, then, the multicollinearity supposition is supported (Kline, 2016). The SPSS version 24.0 application software was utilized to evaluate the set of data multicollinearity via regression. The outcome is shown in Table 4 indicating all the necessary values for the variables. Interestingly, all the values of the VIF fall below 5.0. Similarly, the estimated values of tolerance for the variables are greater than 0.1 Hence; the researcher concluded that there are no multicollinearity issues. Table 4 presents the VIF values and the tolerance the independent variables.

Test of Normality

The test of normality is essential in determining the nature of the distribution of a data set. Because each statistical tool has its own assumption, there is the need for the nature of the data distribution whether normally or abnormally be determined in order to decide which

statistical tool could be appropriately applied for the analysis of such set of data. Thus, this article employed the Skewness and kurtosis analysis and particularly the Skewness used to determine if the data distribution is normal or otherwise. The rule of thumb is that all value of Z-Skewed within the range of -3 and +3 are considered normally distributed, but the Z-Skewness outside these values is aid to be abnormally distributed. Find the table below o the result of the normality test.

Table 5
Descriptive Statistics

	N	Skewness			Kurtosis		
	Statistic	Statistic	Std. Error	Z-skewness	Statistic	Std. Error	
DI	200	-.614	.172	-3.57	-1.518	.342	-4.44
RC	200	-.559	.172	-3.25	-1.355	.342	-3.961
SDM	200	-.885	.172	-5	-1.128	.342	-3.298
Valid N (listwise)	200						

Source: (result of analysis 2025)

Table 5 details out the result of the analysis for normality test in which the Z-Skewness for all the constructs are less than -3. This shows that the falls outside the normality region of between -3 to +3. Hence, the researcher concludes that the data set is not normally distributed. One of the implications of this is that, only non-parametric test can be conducted on this data. The researcher therefore deployed the PLS-SEM method to execute the analysis.

Application of Partial Least Squares-Structural Equation Modelling (PLS-SEM)
PLS-SEM was used because it is suitable for investigative studies and the prime purpose is for prediction and/or theory development more appropriate for this data set, which comprises wide-ranging variables with different measurement scales. Furthermore, the PLS-SEM particularly used to handle multifaceted models comprising numerous variables and indirect relationships. The PLS-SEM is capable of handling data with smaller size of sample and data that are not normally distribution. Hence, it appears PLS-SEM permits the evaluation of the measurement model analysis simultaneously with the structural model analysis, and assesses robustness in management intricate models (Sarstedt et al., 2019; Henseler & Schuberth, 2020).

Measurement Model Assessment
Measurement model is often assessed using numerous tests. Among these are internal consistency and reliability, discriminant validity and convergent validity. Among other items examined were the indicators 'outer loadings used to measure the reliability of the construct items, at 0.7 threshold required for reliability to be established (Hair et al., 2019). Convergent validity was established based on the following three criteria:

i. Factor loadings have to be more than 0.700;
ii. Composite reliability needs to exceed 0.700;
iii. Average Variance Extracted (AVE) much be 0.500 or above (Hair et al., 2019).

Tables 5 & 6 depict the results of the measurement model and values have reached their threshold.

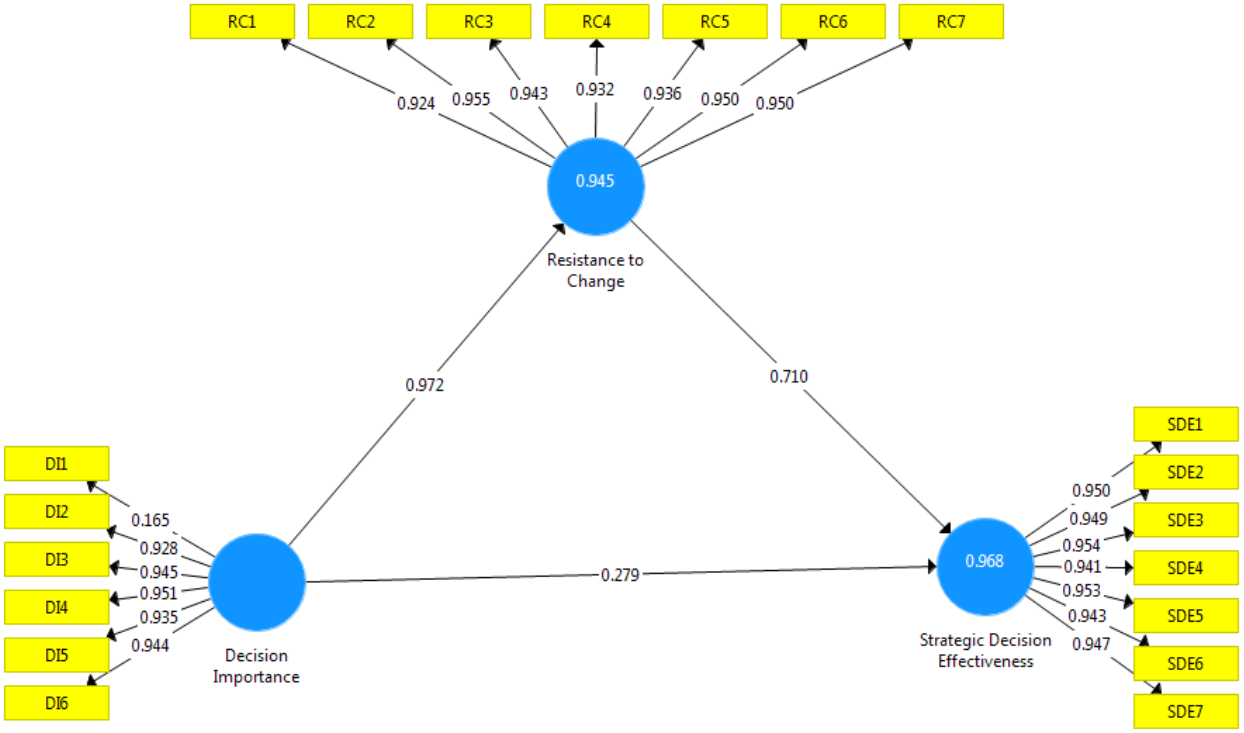

Figure 2. Initial Measurement Model

As shown in Figure 2, all items loaded above the recommended threshold of 0.7, except for item DI 1 which had a low loading of 0.165. Consequently, DI1 was removed from the model and the analysis was rerun to ensure validity and reliability of the measurement model.

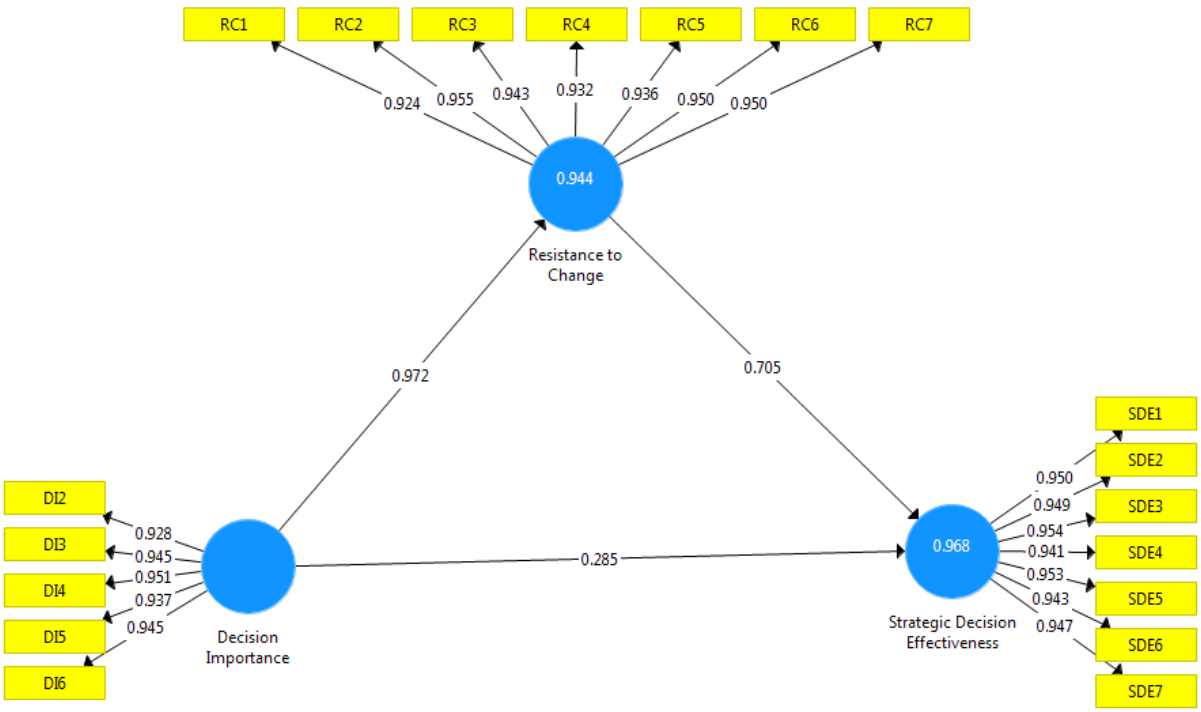

Figure 3. Modified Measurement Model

Figure 3 shows the modified measurement model that was rerun, excluding the DI1 for no meeting the factor loading threshold of 0.7. It therefore shows that all the items on this figure have reached their minimum required factor loadings.

Table 6
Contract's Reliability

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Decision Importance	0.905	0.967	0.939	0.742
Resistance to Change	0.979	0.979	0.982	0.886
Strategic Decision Effectiveness	0.981	0.981	0.984	0.899

Table 6 comprises of reliability test obtained through measurement model analysis. The Cronbach's alpha reached its threshold of 0.7 minimum; it measures internal consistency of the scale items of constructs. The composite reliability measures internal consistency of the scale items of the construct also. The composite reliability values for all the constructs also reached their minimum acceptable threshold of 0.7 (Hair, et al., 2017).

Table 7
Fornell and Larcker Criteria (Discriminant Validity)

Variables	Decision Importance	Resistance to change	Strategic Decision Effectiveness
Decision Importance	**0.976**		
Resistance to Change	0.972	**0.982**	
Strategic Decision Effectiveness	0.861	0.968	**0.948**

The Table 7 shows the test of the discriminant validity. The discriminant validity is said to be established when the entire upper diagonal values of each column remains the highest in the column, validity is established. This table therefore contains values that indicate discriminant validity is established.

Table 8
R Square Value

Variables	R Square	R Square Adjusted
Resistance to Change	0.945	0.945
Strategic Decision Effectiveness	0.968	0.968

The R square value above indicates that 94.5 percent of the change in the criterion variable is accounted for by the impact of the intervening variable that is the resistance to change. Thus, the remaining percentage is accounted by other factors other than the intervening variable.

Assessment of Structural Model

In this section, the structural equation model analysis was carried out to test the hypothesized associations by examining standard errors, beta value or coefficients, p-values, and t-values having authenticated the psychometric characteristics of the measurement model. The path coefficients and other significance levels value were all obtained by bootstrap method applying 5,000 resampling. The outcomes of this PLS-SEM technique are presented in Table 9. The result of the PLS-SEM approached disclosed that Decision Importance positively and significantly relates with Strategic Decision Effectiveness generating a beta value of 0.285, t-value of 5.201 and p-value of 0.000. The current research finding gives supports to hypothesis one. This finding aligned with many authors' findings including the Elbanna and Child (2007), AlDean (2021). It was disclosed that Decision Importance has positive significant impact on Resistance to Change shows beta coefficient value of 0.972, t-value of 266.019 and p-value of 0.000. By this result, the hypothesis two is supported. The result of the mediation shows that their resistance to change mediated the relationship between decision importance and the strategic decision effectiveness. The result shows on Table 10 indicates a beta value of of 0.685 which is a good statistics and significant t-value of 13.163 and p-value of 0.000. Thus, the hypothesis three is supported. The findings also aligned with many researchers' findings.

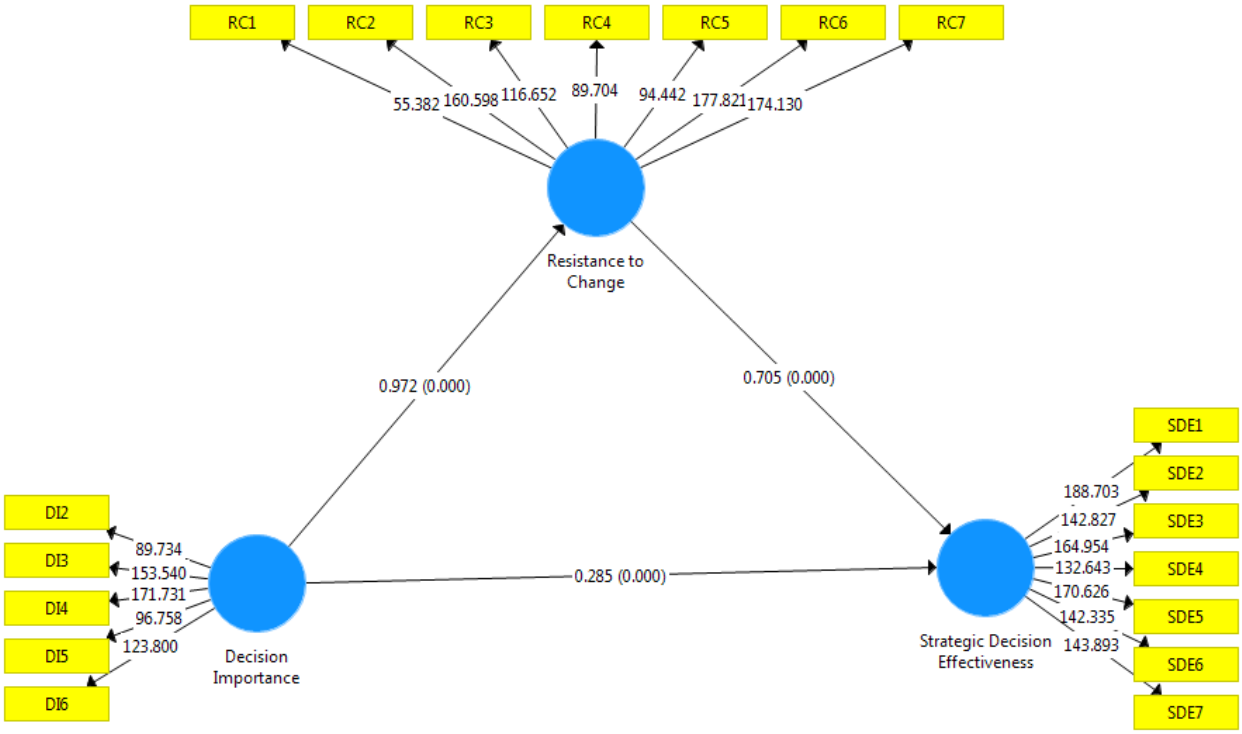

Figure 4. Bootstrapping of the structural Model showing path coefficient values and P-value

Figure 4 shows, the result presented comprises the path and the p values. The result is significant for all the constructs with p values at 0.000. The path coefficient 0.972 tells us that relationship between Decision Importance and Resistance to Change is stronger than the relationship between decision importance and strategic decision effectiveness whose path coefficient value stood at 0.705.

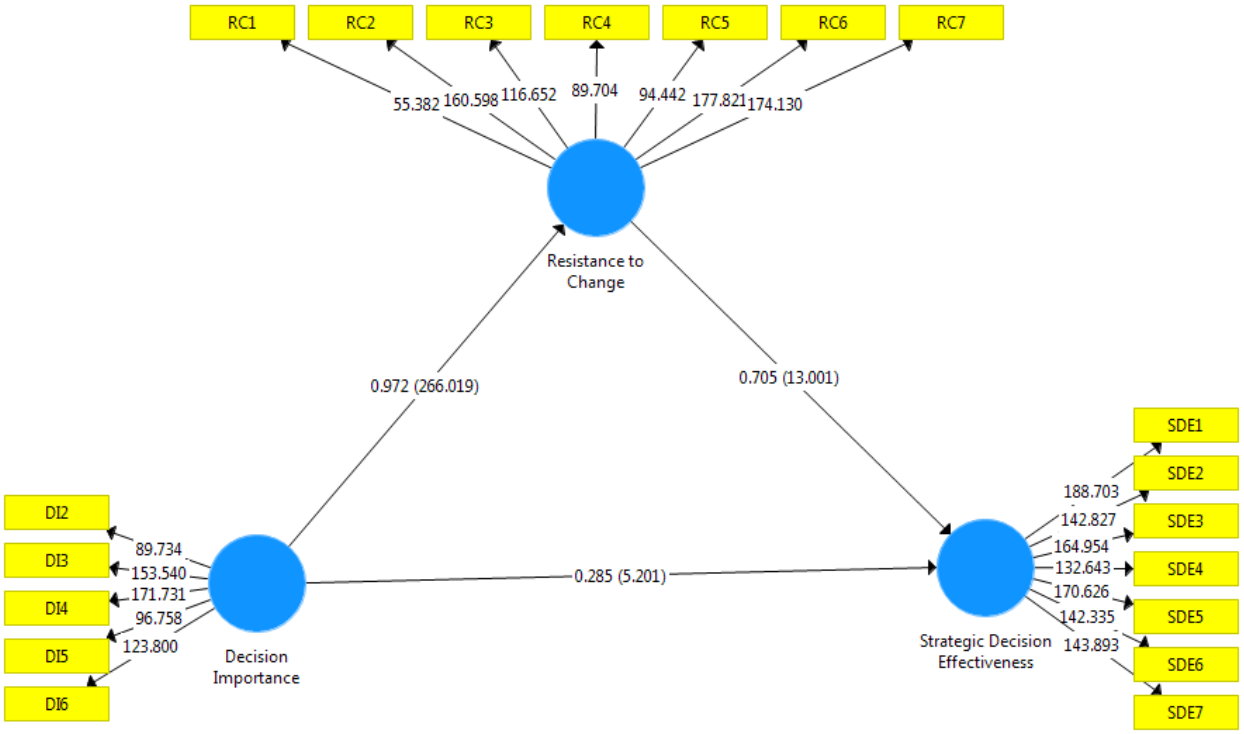

Figure 5. Bootstrapping of the showing beta and t-values

Figure 5 shows the bootstrapping results, including the beta values and t-values for the model's paths. All paths were statistically significant, with t-values well above the threshold. The path from Decision Importance to Resistance to Change recorded the strongest effect (β = 0.972, t = 266.019), followed by the path from Resistance to Change to Strategic Decision Effectiveness (β = 0.705, t = 13.001). The direct path from Decision Importance to Strategic Decision Effectiveness was also significant but negative (β = –0.285, t = 5.201), confirming the mediating role of Resistance to Change.

Table 9
Direct Effect

Variables	Beta value	T Statistics	P Values
Decision Importance -> Resistance to Change	0.972	266.019	**0.000**
Decision Importance -> Strategic Decision Effectiveness	0.285	5.201	**0.000**
Resistance to Change -> Strategic Decision Effectiveness	0.705	13.001	**0.000**

Table 9 suggests that the t-values and the p-values of all the constructs have reached their thresholds. All the beta values are positive indicating that there is a positive relationship between decision importance and resistance to change; and there is positive relationship also between decision importance and strategic decision effectiveness and a positive relationship between resistance to change and strategic decision effectiveness. This created a partial mediation because of the significant relationship between decision importance and strategic decision effectiveness.

Table 10
Specific Indirect Effects (mediation) Beta Value, T-Values, and P-Values

Variables	Beta Value	T value	P Values
Decision Importance -> Resistance to Change -> Strategic Decision Effectiveness	0.685	13.163	**0.000**

Table 10 above indicates the specific indirect effect of the predictor variable and the resistance to change on the criterion variable that is the strategic decision effectiveness. The beta value of 0.685 percent is a good statistic and significant with t-value of 13.163 and p-value of 0.000.

Discussions

The result of this study suggests that there is a partial mediation. This is because there is significant relationship between decision importance and the strategic decision effectiveness and there is equally a significant relationship between resistance to change and strategic decision effectiveness. The findings of analysis conducted on the hypothesis one relating to the relationship between the decision importance (DI) and resistance to change (RC) generated a *beta value of 0.972, t-value of 266.019 and p-value of 0.000.* All of these statistical values attained their required threshold. Thus, this means that there is significant positive nexus between the decision importance and the strategic decision effectivesness. Hence, the null hypothesis is hereby rejected and the alternaitve hypothesis accepted (Please check is it correct). The direct effect analysis Figures 5 & 6 and path coefficient table 9 present the details of the analysis. This outcomes is similar to a research by Aldhean (2017) and Aldhaen (2021) who conducted a study on similar constructs and findings revealed that decision importance positively affects the strategic decision effectiveness. Meanwhile, Deam and Sharfman (1993a) however found no relationship. The study is however in constrast with Elbanna and Child, (2007) whose finding was insignficant negative relationship between the predictor and the criterion variables.

Implications of the Study

The implication of this finding are looked at in two broad categories. Practically, this reseach work encourages and may improve the performance of the decision makers by encouraging them to hold or consider all decisions being made in high esteem and of immense importance since effectiveness of a decision increases by the level of importance of a decision in the sight of the decision makers. Hence, the governemnt need to be engaging decision makers in repeated refresher course that could boast their experte in making viable decisions. Further, univerities on their part can organise series of workshops for capacity building in relation to decision maing for effecive leadership in the university. Another important thing is continuous reoreintation of upper echolen on the develoments happening global in the area of strategic decsion. Lastly, government or the university management need to motivate staff responsible for decsion making every now and then to boast their morale at work

Theoretically, the study has confirmed the fact that some researchers believed increased in decision importance leads to increased in effectiveness. The result of the analysis in Figures 5 & 7, and table 9 show positive beta value and adequate, t-value and p-value. Thus, all the estimates reached their thresholds and therefore the relationship is positive and

siginficant. In this regards, the null hypothesis is rejected and the alternative hypothesis accepted. Hence, prior to this study, there has been no idea whether or not resistance to change can mediate the relationship between the decision importance and strategic decision effectiveness.

Hypothesis two involves the mediating influence of resistance to change in the relationship between decision importance and the Strategic Decision Effectiveness.The second hypothesis generated a beta value of 0.705, T-value of 13.001 and p-value of 0.000 as is earlier shown in table 10. The null hypothesis is rejected an the alternative nypothesis accepted. This indicates that the relationsip between the decision importance and the strategic decision effectiveness is being mediated by the role of resistace to change. This tells us that as more and more decision makers in the KSA universities resist to adopt changes away from what they believe is important in a decision being taken, the more the level of effectiveness of the decision increases and vice versa.

The following rcommendations were propelled to improve the operations partiularly the adminitration of the public universities in KSA. The most important of all the recommendationto a call to the governemnt to be engaging decision makers in repeated refresher course that could boast their experte in making viable decisions. Furthermore, univerities on their part can organise series of workshops for capacity building in relation to decision maing for effecive leadership in the university. Another important thing is continuous reoreintation of upper echolen on the develoments happening global in the area of strategic decsion. Lastly, government or the university management need to motivate staff responsible for decsion making every now and then to boast their morale at work.

Limitation and Further Studies

Further studies can harness similar variables using the longitudinal method. This probably will generate different result as the study involves behaviour of the respondent during decision making. Future research may also wish to include other tertiary institution in KSA as the structural leadership of the other institutions vary slightly which may generate slightly different result. Furthermore, future research may involve middle managers in the study for their views since the middle and the lower level managers the staff that translate dicision into action, they are in a better position to say whether decision have been effective or not. Further choose to study the same variables using the longitudnal approach as this current research used crosssectional approach.

Conclusion

This research investigated the relationship between decision importance and strategic decision effeciveness which was found to have positive and signifcant relationship. This means the importance attached to decisions been taken in no small measure influences the effecivness in strategic decisions. The study also looked at the mediating infuence of resistance to change on the relationship between decsion importance and the straegic decision effectiveness. This structral equation model anaslysis found that there is partial mediation of resistance to change on this relationship between the study constructs. Recommendions were given to among others engage staff on continuous refreshers courses on good decision making for effectiveness and efficient management of the unversities in KSA.

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