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The Role of Technological Readiness in Enhancing the Quality of Strategic Decisions: The Mediating Role of Knowledge Sharing

(An Analytical Study of the Opinions of Leaders in the Oil Products Distribution Company / Karbala Branch)

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Abstract :

The research aims to identify the impact of technological readiness on the quality of strategic decisions, with the mediating role of knowledge sharing. The research relies on a descriptive analytical model, and the researchers used a questionnaire as the primary tool for collecting data and information from the research population, which consists of 40 administrative leaders in the Oil Products Distribution Company in Karbala, Iraq. The researchers employed several statistical analysis methods, including exploratory factor analysis and various descriptive and inferential statistical techniques. The research concluded with several findings, the most important of which is that there is an indirect effect of technological readiness on the quality of strategic decisions through knowledge sharing. The study yielded several recommendations, the most important of which is that the company under study should continue to provide all the requirements that enable its employees to manage rapidly changing technology and provide ways to refine their inherent creativity.

Keywords: Technological Readiness, Knowledge Sharing, Quality of Strategic Decisions , Ministry of oil / Oil products Distribution Company

.Introduction:

The rapid changes in the work environment, accompanied by technological advancements in most fields, have become a defining characteristic of the contemporary business landscape. These changes impose numerous challenges on organizations. Therefore, achieving success in a rapidly changing, unpredictable, and technologically advanced environment requires organizations to be capable of adapting to this swift transformation. If organizations aim to operate in the modern business environment and achieve sustained long-term success, they must be ready to enhance their knowledge and expand their technological base by making high-quality strategic decisions across all areas of their operations , In a way that is reflected in its level of performance within the market and thus achieving the desired goals that it has.

Chapter One – Research Methodology

First: Research Problem

High-quality strategic decisions are the primary concern of all administrative leaders within an organization, especially for those operating in highly competitive fields. Given the importance of high-quality strategic decisions in shaping the future of an organization, particularly amidst significant technological changes, organizations are increasingly called upon to achieve technological readiness and share knowledge to reach high-quality strategic decisions. Based on the aforementioned context, the research problem can be identified through the following questions:

a. What are the conceptual foundations of the research variables (technological readiness, knowledge sharing, quality of strategic decisions) in general?

b. To what extent can technological readiness affect the quality of strategic decisions within the studied organization?

c. To what extent can knowledge sharing influence the quality of strategic decisions within the research community?

d. What is the nature of the relationship between the three research variables (technological readiness, knowledge sharing, quality of strategic decisions)?

Second: Research Objectives

a. To elucidate the nature of the interrelationships between the adoption of technological readiness, knowledge sharing, and the quality of strategic decisions.

b. To statistically examine the level of impact of technological readiness on the quality of strategic decisions within the research community.

c. To present and offer a set of recommendations to the organization under study that could contribute to enhancing the quality of its strategic decisions.

Third: Research Importance

The importance of this research can be outlined as follows:

a. The research variables—technological readiness, knowledge sharing, and quality of strategic decisions—have not been collectively adopted before. Their interaction could provide a wealth of knowledge and insights.

b. The oil sector is one of the most critical sectors in Iraq, necessitating thorough study and efforts towards its development.

c. This research could contribute to improving the quality of decisions that leaders need to make to develop their organizations' capabilities, relying on advanced technology.

Fourth: Research Variables and Their Measures

a. Technological Readiness: This refers to the approach that creates and fosters positive knowledge, helping to eliminate waste in effort and time, thereby enabling the organization to be prepared to use new technology. To measure it, the researchers used the Parasuraman and Colby (2001) model as a reference and adapted it.

b. Knowledge Sharing: This is the sharing of information, ideas, solutions, and experience between employees in a company as a way of addressing organizational challenges and difficulties. To measure the model, the researchers adopted Lin's (2007) study with modifications made to the structure.

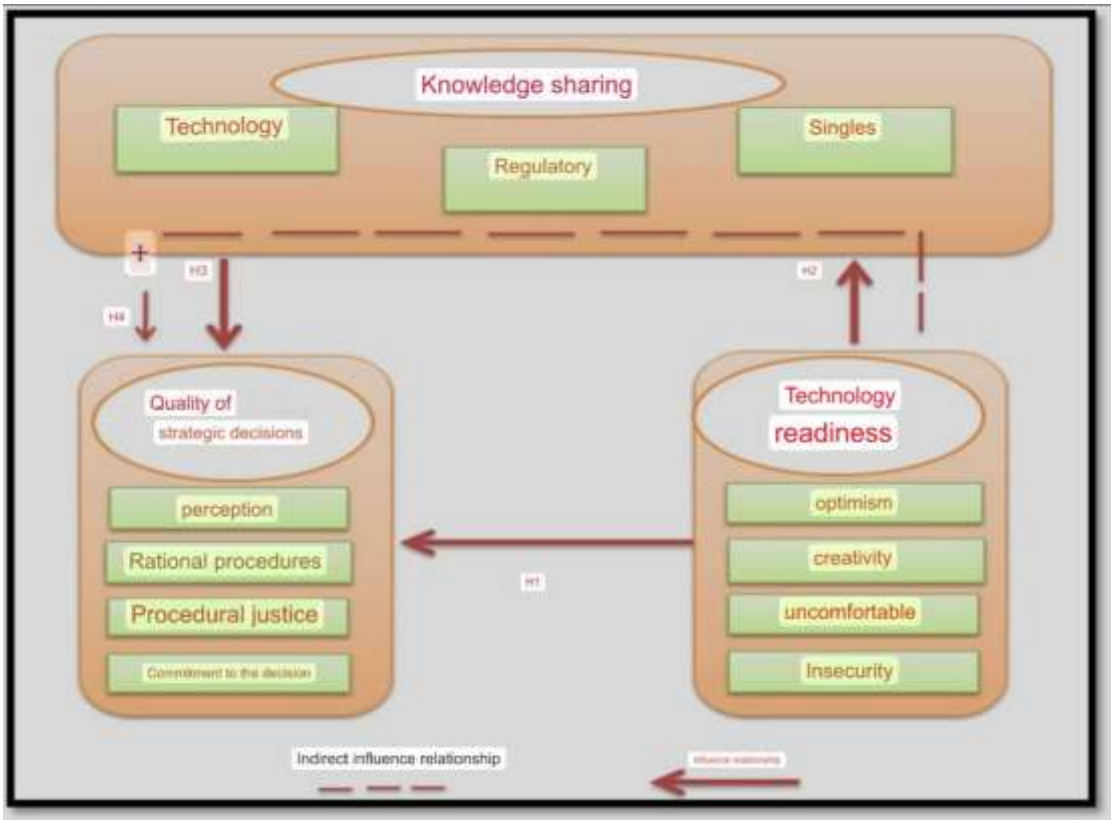
c. Quality of Strategic Decisions: It involves managing the development, design and identifying the planning and control of information systems by using tools and techniques to make a set of generic decisions about the firm's activities. The measurement of the model was done through the adaptation of the model by Park and colleagues (2017).

Fifth: Hypothetical Framework

The use of the hypothetical framework also helps to identify the various research variables and explain how they are related to each other in influencing the phenomenon of interest. The hypothetical

framework of the research can be depicted in the following Figure (1):The hypothetical framework of the research can be depicted in the following Figure (1):

Figure 1: Hypothetical Framework of the Research



Source: Prepared by the researchers based on the aforementioned sources

Sixth: Research Hypotheses

The research hypotheses are centered around the following points: The research hypotheses are centered around the following points:

1. First Hypothesis: Technological readiness has a strong influence on knowledge sharing since there is a statistically significant correlation between them.

2. Second Hypothesis: The results of the analysis indicate that technological readiness exerts a statistically significant influence on the quality of strategic choices.

3. Third Hypothesis: There is a statistically significant impact of knowledge sharing on the quality of strategic decisions.

4. Fourth Hypothesis: There is a statistically significant indirect impact of technological readiness on the quality of strategic decisions through knowledge sharing.

Seventh: Research Population

The research population is represented by the Oil Products Distribution Company – Karbala Branch, located geographically in the holy city of Karbala, Iraq. The population comprises the administrative leaders of the company under study. The researchers selected the entire research population to be the sample for the study using a comprehensive survey method, totaling 40 leaders from the company's employees, to whom the questionnaire was distributed.

Chapter two: Theoretical Framework

1. Concept of Technological Readiness

Technological readiness is an indicator used to measure the maturity of the provided technology and to what extent it can be directly used to assess the quality of work. By evaluating the level of technological readiness, it can be considered as a roadmap used as a tool for technology planning in the organization. It represents pathways for future development by filling the gaps within the organization, enabling it to assess organizational readiness in general and invest in opportunities to address problems as part of the organization's plan (Pradhan et al., 2018:4). Technological readiness represents the extent to which individuals are prepared to accept and use modern technology, as well as indicating the attitudes and feelings of workers towards technology and their acceptance of it (Buchner et al. , 2019:There are seven properties of the gas: (Kim et al. , 2020:5) some defined it as the level of customers' readiness for the new technologies, and this makes it a crucial element for governing new products and services in the market. Additionally, (Shambare , 2021: 219) Technological readiness was noted to be a construct that relates to the consumers themselves and their perceived ability towards using technology. (Musyaffi et al. 2021:3) described it as a state that generates positive ideas and reduces obstacles, enabling individuals to use technology effectively.

2. The Importance of Technological Readiness

The role of technology in organizations is escalating, enabling these organizations to compete and thrive. The structure of technological readiness relies on measuring the organization's speed in adopting available technological tools to enhance its productivity, especially when focusing on fully leveraging information and communication technology. Technological readiness reduces the workload and plays a role in streamlining employees for a specific task, as organizations do not require a large workforce,

thereby reducing human effort and costs (Richey et al., 2007:197). Additionally, (Jason , 2016:2) suggests that organizations striving to improve work quality must conduct an assessment and understanding of technological readiness and establish modern business ventures. The significance of technological readiness is highlighted through the realization of the strategic value of technology by focusing on better technology management. This helps the organization to address challenges, problems, and evolving changes, aiming for an integrated management process encompassing both technology and the strategic goals of the institution (Al-Samidai, 2020:177)

3. Dimensions of Technological Readiness

Researchers have relied on the scale developed by (Parasuraman & Colby ,2001) to measure technological readiness. This scale consists of four dimensions that can be outlined as follows:

A. Optimism: Optimists rely on adaptive strategies that are more active than those of pessimistic individuals. Therefore, these strategies are more effective for organizations when seeking positive outcomes. (Berger , 2009:491) indicates that optimism entails beliefs among workers that technology provides the ability to control, flexibility, efficiency, and effectiveness in technology-dependent work. Moreover, technology enhances effectiveness and efficiency, thereby boosting organizations' competitive advantage (Walczuch, 2007:207).

B. Creativity: Creativity refers to the degree to which an employee or organization is innovative in adopting new ideas and visions, reflecting the employee's desire to embrace any new technology or information. (Walczuch ,2007:208) suggests that technological creativity represents employees' willingness to experiment with innovative technologies and information. Early technology adopters are more creative, enabling them to confront obstacles they encounter in their work life (Pradhan et al., 2018).

C. Discomfort: Discomfort represents employees' feelings of fatigue and inability to control new technology due to the belief that it is not designed for use by people lacking skills and who feel ignorant about using modern technology (Al-Samidai, 2020:179). (Tsikriktsis ,2004:44) states that discomfort with technology implies fear of it, which complicates work life. (Parasuraman & Colby ,2001:61) explain that employees do not dislike technology itself but need reassurance that it functions as expected naturally. They should receive relatively greater support from management if they intend to adopt and use technology.

D. Insecurity: Insecurity is the lack of customers' trust in the ability of the technology used to achieve their desired goals (Parasuraman, 2000:309). Moreover, insecurity represents distrust in technology's ability to

function correctly (Richey et al., 2007:197). (Mady ,2011:196) elaborates that insecurity means there is no real confidence in the adopted technology and doubts about its ability to accomplish the required work effectively.

Secondly - Cognitive Collaboration:

1- Concept of Cognitive Collaboration:

The origin of the word "collaboration" in English means sharing, which refers to someone participating with another in accomplishing a task or giving and sharing something with them (Oxford, 2006:422). However, collaboration as a term means a social interaction culture based on exchanging knowledge, experiences, and skills among working individuals and organizational management (Lin, 2007:315). (Wang & Yen , 2012:117) view it as a process that provides important and necessary information, knowledge, and data to assist others, collaborate with them to solve problems they face, and work on developing new ideas or implementing work policies and procedures. (Tangaraja et al. , 2015:123) define cognitive collaboration as the exchange of knowledge among workers through the process of knowledge donation they possess. Similarly, (Oyemomi , 2016:5223) describes it as the process of exchanging organizational expertise and knowledge to operations through communication channels between individuals within the organization. (Beech ,2020:22) points out that it is the process of providing opportunities for workers to distribute their knowledge and experiences to help others address the problems they face. Researchers believe that cognitive collaboration is about offering the knowledge, expertise, and capabilities possessed by outstanding employees to others and making it freely available for everyone to benefit from.

2. The Importance of Cognitive Collaboration:

Knowledge sharing is a fundamental objective of organizational knowledge management systems, facilitating the transfer of knowledge within the organization among its members (Youssef et al., 2017:928). Studies and research have shown that knowledge sharing leads to improving organizational efficiency, reducing time and costs, and fostering innovation in business operations (Sedighi, 2017:108). (Kim & Park ,2017:4) state that knowledge sharing is a primary goal for any organization as it contributes to applying knowledge and innovation, enhancing innovative capabilities, reducing production costs, and improving work quality, thus leading to sustainable development. Similarly, (Kurdi ,2017:11) emphasizes that cognitive collaboration enables work teams to find effective solutions to workplace problems by reducing duplication of efforts, saving time, developing innovative solutions, and fostering a growing

learning environment. (Muqadas & Aslam , 2017:4) highlight the importance of knowledge sharing in improving performance, generating ideas among employees, attracting innovations and effective changes, enhancing individual, group, and team performance, supporting modern technology, building an innovative culture, fostering trust and intention to participate among individuals, organizational change, organizational renewal, and technological breakthroughs.

3. Dimensions of Cognitive Collaboration:

Researchers have relied on the scale developed by (Lin ,2007), which includes the following dimensions:

A. Individual Dimension: Most researchers agree that knowledge sharing is based on individual characteristics, including values, motives, and beliefs. Individual motivators can encourage employees to share knowledge, thereby motivating them to believe that knowledge-sharing behaviors are worthwhile and capable of helping others (Lin, 2007:317). This dimension is based on a set of individual characteristics, including awareness, which refers to the stance every employee should have, including senior management (Ismail & Yusof, 2008:5), trust, which is a set of expectations shared by all involved in collaboration (Chee, 2009:34), personality, which is a relatively enduring pattern of emotions, thoughts, and behaviors that distinguish individuals (Glinow, 2010:38), motivation, which is crucial when it comes to implicit knowledge sharing, as it is more challenging than explicit knowledge (Bulan & Sensuse, 2012:135), and the ability to participate and self-efficacy.

B. Organizational Dimension: Various aspects of organizational climate are key drivers for knowledge sharing, such as knowledge-sharing reward systems and an open leadership climate, as well as support from top management (Lin, 2007:318). This dimension includes a set of organizational factors, such as organizational policy, organizational structure, organizational culture, management support, reward systems, and leadership.

C. Technological Dimension: Information technology is a key tool that facilitates rapid and effective knowledge sharing, as it is a fundamental tool for knowledge management within organizational settings. The availability of devices, necessary equipment, software, and employees' skills is essential for the dissemination and adoption of technology within the organization. The technological dimension consists of three sub-variables: the application of information technology, information technology infrastructure, and the use of information technology (Ogbonna, 2020:77).

Third: Quality of Strategic Decisions

1- Concept of Quality of Strategic Decisions

Many thinkers, writers, and researchers have focused on the concept of strategic decision-making, and viewpoints on related concepts have varied. This variance can be attributed to the diverse approaches to studying strategic decisions by management writers. Conversely, some agree on defining it as a set of strategic alternatives, which represent the best way to achieve the organization's objectives (Johnson & Others, 1993:131). Hence, interest in the quality of strategic decisions has emerged, as they affect the continuity and success of the organization's strategic operations, especially those taken by top management (Haitham et al., 2021:34). Emilio (2012) argues that the quality of strategic decisions is a fundamental element that leads to achieving competitive advantage in a rapidly changing environment. Thus, empirical evidence proves that non-strategic decisions may fail upon implementation, highlighting the increasing importance of making high-quality strategic decisions as a crucial element in attaining competitive advantage (Devaki et al., 2012:11). Brandau (2010:72) defines the quality of strategic decisions as a process that involves designing, planning, coordinating, and information systems using tools and techniques to ensure the adoption of a series of fundamental decisions.

2- Importance of Quality of Strategic Decisions

The importance of the quality of strategic decisions lies in its responsiveness to social standards and its ability to transform social advantages into competitiveness. Researchers in management must apply the social and economic perspective to the quality of strategic decisions based on the criterion of appropriateness, offering a comprehensive and broad approach towards the quality of strategic decisions (Timlon, 2011:89). (García and Recalde , 2016:245) argue that the social and economic environments of organizations increasingly influence executives. Therefore, they must possess the ability to think in non-traditional ways when making strategic decisions to achieve the highest level of quality. Consequently, strategic decision-making must involve collaboration with stakeholders to feed into the competitive positions faced by managers in business environments. (Rehm , 2012:23) pointed out that decision-making by business leaders is not solely based on quantitative and rational analysis but relies on a range of other factors derived from market expectations, which significantly contribute to their response to workplace dynamics. Hence, we can say that the quality of strategic decisions is one of the greatest

challenges faced by executives. The success of these decisions works towards achieving the organization's strategic objectives, leading the organization to success in the market.

3- Dimensions of Quality of Strategic Decisions:

Researchers have relied on the scale developed by (Park et al. 2017), which includes the following dimensions:

A- Perception: It is a highly complex process that decision-makers face when analyzing the organization's internal environment. Conscious perception leads to rapid decision formulation and making, facilitating restructuring in various organizations. Obtaining the multiple benefits provided by high-quality decisions helps in solving problems and difficulties by choosing the appropriate alternative (Jackson et al., 1995:221). (Michel ,2007:37-39) indicates that perception leads to creating a state of understanding among decision-makers, thereby improving the cognitive process. Moreover, perceiving environmental variables by decision-makers leads to making decisions of great quality and effectiveness.

B- Rational Procedures: They lead to effectiveness in making strategic decisions, indicating the extent to which decisions achieve the desired objectives by management during the decision-making process (Craig, 2019:45). Castellani et al. (2010:377) define rational procedures as the scientific and practical approach to the decision-making process, primarily viewed as organized, systematic, and rational, involving identifying and defining the problem, gathering information about it, and setting final alternatives.

C- Procedural Justice: The perspective of procedural justice in decision-making positions has a fundamental impact in various situations. The decision-making process is considered fair if employees have a voice during the process or influence on the outcome. The reinforcement or diminishment of procedural justice affects satisfaction and job commitment negatively or positively (Otting & Maier, 2018:3). (Park et al. , 2017:33) define procedural justice as the extent to which the actions taken by decision-makers in the organizational process are fair.

D- Commitment to Decision: Commitment is the willingness of employees to exercise high levels of organization by representing the organization through a sense of its goals and feeling them. If decision-makers in the organization are not committed to the decision made, it can lead to resistance during implementation (Park et al., 2017:4). (Lamsa and Savolainen , 2000:298) mention that commitment is a

psychological state that distinguishes the relationship between individuals and the organization, influencing the process of staying within the organization.

Chapter Three: Practical Aspect

First: Data Analysis

A- Exploratory Factor Analysis of the Technology Readiness Variable

The technology readiness variable was achieved using Principal Component Analysis (PCA) and Varimax Orthogonal Rotation, resulting in four dimensions and 12 items. The Kaiser-Meyer-Olkin measure of sampling adequacy reached a value of 0.90, which is higher than the acceptable value for the scale (0.50) as specified by Kaiser (1974). Regarding Bartlett's test value, it was 1759 with 195 degrees of freedom at a significance level of (P<0.001).

Table (1): Results of Exploratory Factor Analysis for the Technology Readiness Variable

Questions	Optimism	Creativity	Discomfort	Insecurity	Alpha Chronbach's
1	.5860				0.68
2	.5330				
3	.6440				
4		.5420			0.82
5		.7890			
6		.5240			
7			.6410		0.80
8			0.610		
9			.6530		
10				0.699	0.84
11				0.780	
12				0.544	
Cumulative Percentage %	65.45%				0.90

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the table above, it is evident that the exploratory factor analysis did not eliminate any dimension of technological readiness. Therefore, all dimensions will be included in the upcoming statistical analyses.

B- Data Analysis / Exploratory Factor Analysis of the Knowledge Sharing Variable

The exploratory construct of the intermediary variable of knowledge sharing, using the Principal Component Analysis (PCA) method and the Varimax orthogonal rotation method, revealed three

dimensions and 12 questions. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was valued at 0.94, which is considered acceptable as it exceeds the benchmark value of 0.50 (Kaiser, 1974). As for the Bartlett's test of sphericity, its value was 2457 with 272 degrees of freedom and a significance level of P<0.001.

Table (2) Results of the Exploratory Factor Analysis for the Knowledge Sharing Variable

Questions	Individual	Organizational	Technological	Alpha Chronbach's
1	0.536			0.84
2	0.603			
3	0.806			
4	0.622			
5		0.680		0.85
6		0.592		
7		0.609		
8		0.792		
9			0.520	0.83
10			0.523	
11			0.550	
12			0.590	
Cumulative Percentage %	%64.04			0.94

Source: Prepared by the researchers based on the outputs of the SPSS program.

It is evident from the table above that the exploratory factor analysis did not eliminate any dimension from the analysis. Therefore, all dimensions will be included in the subsequent statistical analyses.

C - Exploratory Factor Analysis of the Strategic Decision Quality Variable

The exploratory construct of the dependent variable, strategic decision quality, using the Principal Component Analysis (PCA) method and the Varimax orthogonal rotation method, revealed four dimensions and 16 questions. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was valued at 0.92, which is considered acceptable as it exceeds the benchmark value of 0.50 (Kaiser, 1974). Regarding Bartlett's test of sphericity, its value was 2455 with 274 degrees of freedom and a significance level of P<0.001.

Table (3) Results of the Exploratory Factor Analysis for the Strategic Decision Quality Variable

Questions	Perception	Rational Procedures	Procedural Justice	Commitment to Decision	Alpha Chronbach's
1	0.526				0.83
2	0.613				
3	0.816				
4	0.612				
5		0.670			0.84
6		0.582			
7		0.619			
8		0.782			
9			0.510		0.82
10			0.513		
11			0.560		
12			0.580		
13				0.621	0.81
14				0.543	
15				0.687	
16				0.521	
Cumulative Percentage %	%65.14				0.92

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the table above, it is evident that the exploratory factor analysis did not eliminate any dimension from the analysis. Therefore, all dimensions will be included in the subsequent statistical analyses.

Secondly, Data Distribution Test:

The researchers subjected the questionnaire tool to a number of tests believed to be important to ensure the accuracy of the obtained data, thus achieving precision in the results subsequently reached, which reflects on the accuracy of the research conclusions and recommendations. In order to determine the type of statistical tests to which the data will be subjected, whether they are parametric or non-parametric tests, the researchers adopted the Kolmogorov-Smirnov normality test, where the significance level should be greater than (5%), as specified by (Field, 2009:139). To determine whether the data follow a normal distribution or not, values (Z) for both skewness and kurtosis were calculated. If they are confined between (±1.96), then the variable follows a normal distribution for the data.

Table (4) Normal Distribution Test for Research Variables

Source: Prepared by the researchers based on the outputs of the SPSS program.

Dimension	Skewness	Std. Error	Z	Kurtosis	Std. Error	Z	Kolmogorov-Smirnov	Significance Level of the Kolmogorov-Smirnov Test
Technological Readiness	-0.232	0.213	-1.09	-0.356	0.423	0.85	0.047	0.201
Knowledge Sharing	-0.068	0.211	-0.31	-0.743	0.421	-1.75	0.070	0. 20
Strategic Decision Quality	-0.138	0.213	-0.65	-0.831	0.423	-1.96	0.072	0.183

From the table above, it is evident that all dimensions of the research conform to a normal distribution, qualifying them for parametric testing.

Thirdly, Descriptive Analysis of Research Variables:

In order to infer the extent of availability of research variables in their population (the Holy Karbala Oil Products Distribution Company), the researchers analyzed the responses of individuals in the research community regarding questions related to technology strategy and oil product quality in terms of mean and standard deviation. The weighted means and standard deviations of the research variables (technological readiness, knowledge sharing, strategic decision quality) can be presented in the description and table below:

Table (5) Weighted Means and Standard Deviations of Research Variables

The Variable	Dimension	Mean average	Standard Deviation
Technological Readiness	Optimism	3.48	1.22
	Creativity	3.65	1.20
	Discomfort	3.22	1.30
	Insecurity	3.60	1.22
Knowledge Sharing	**Individual**	**3.62**	**1.21**
	Organizational	3.61	1.18
	Technological	3.71	1.09
Strategic Decision Quality	**Perception**	3.67	1.12
	Rational Procedures	3.75	1.11
	Procedural Justice	3.80	1.11
	Commitment to Decision	3.72	1. 13

Source: Prepared by the researchers based on the outputs of the SPSS program.

1- The Independent Variable: Technological Readiness:

A- Optimism: The optimism dimension achieved a weighted mean of (3.48). This indicates that the company has an optimistic technological outlook, enabling it to be prepared to adopt the latest technological innovations and work on their implementation, as the average responses of the researched company's individuals were higher than the hypothetical mean of (3). There seems to be some dispersion in the community's responses regarding this dimension, as indicated by the standard deviation value of (1.22).

B- Creativity: This dimension obtained a mean of (3. 65) with the weights being given as follows. This means that the researched company sample possesses employees with a good level of creativity when dealing with the latest technological devices, as the average responses of the researched company's individuals were higher than the hypothetical mean of (3). Somewhat in line with the mean values, the standard deviation value for this dimension is (1. 20), suggesting that there is some dispersion in the responses of the research community.

C- Discomfort: The mentioned table indicates that the discomfort dimension achieved a weighted mean of (3.22). This indicates that the researched company provided its employees with all the means that enable them to work freely and without restrictions, as the average responses of the research community

were slightly higher than the hypothetical mean of (3). However, there is significant dispersion in the community's responses regarding this dimension, as indicated by the standard deviation value of (1.30).

D- Insecurity: The insecurity dimension achieved a weighted mean of (3.60). Researchers infer that the company pays great attention to all organizational matters that provide security for employees within the organization, enabling them to work without fear of the technology used, as it appeared that the average responses of the researched company's individuals were higher than the hypothetical mean of (3). However, there is a weakness in consistency among the responses of the research community regarding this dimension, as indicated by the standard deviation value of (1.22).

2- The Mediating Variable: Knowledge Sharing

A- Individual Dimension: The individual dimension achieved a weighted mean of (3.62). Researchers infer that employees within the company encourage each other to participate in knowledge sharing, with mutual trust existing among them for knowledge exchange. It was found that the average responses of the research community were higher than the hypothetical mean of (3), but there was a weakness in consistency among the study community's responses regarding this dimension, as indicated by the standard deviation value of (1.21).

B- Organizational Dimension: The organizational dimension achieved a weighted mean of (3.61). This infers that the researched company supports the active communication between employees to enhance the sharing of knowledge by creating organizational values, beliefs, and traditions within organizational settings. The respondents' average score was identified to be higher than the hypothetical mean of (3), suggesting that the researched company experienced a lack of uniformity in its responses to this dimension, as evidenced by a standard deviation value of (1. 18).

C- Technological Dimension: The technological dimension was evaluated on the basis of the following criteria, of which the weighted mean obtained was 3. 71. This implies that the researched company ensures that it periodically updates its employees on the technologies that are current in the market and gives its employees the autonomy to use technology that enhance their productivity. On this dimension, it was established that the average of the study community's responses were higher than the hypothetical mean of 3 and also the deviation among the study community's responses was also slightly lower and was at 1. 09, implying a certain level of consensus among the study community.

3- Dependent Variable: Strategic Decision Quality

A- Perception: The perception dimension obtained a weighted mean of 3. 67. This implies that the employees in the company have reasonable understanding and appreciation of the matters arising from policies, decisions and programs that the researched company implements. The mean of the research community's response was higher than the hypothetical mean of (3), and the least standard deviation value of (1. 12) suggested a weakness of inter-study community consistency on this particular dimension.

B- Rational Procedures: The rational procedures dimension received a total mean of (3. 75). This implies that the processes that the company has employed in order to come up with strategic decisions are of high quality; a fact that points towards rationality of decision making. This resulted in a deviation in the responses by the researched company's individuals from the hypothetical mean of (3) whereby the mean value was (4. 44) and a standard deviation value of (1. 11), meaning that this company had a weak consistency on the responses in this dimension.

C- Procedural Justice: The procedural justice scale obtained a weighted mean of (3. 80). This implies that the researched company treats all its employees well within the organisation, which gives a hint of the generation of high quality strategic decisions. As to this dimension of research productivity, it was found that the average response that the research community gave was higher than the hypothetical mean of 3, and the standard deviation value of 1. 11 also indicated that the responses of the study community were rather consistent with each other.

D- Decision Commitment: The decision commitment dimension was rated an average of 3. 72 based on each item's weight. This indicates that the researched company is committed to its decisions and takes responsibility for them, given their strategic perspective. It was found that the average responses of the research community were higher than the hypothetical mean of (3), and there was a kind of consistency among the study community's responses regarding this dimension, as indicated by the standard deviation value of (1.13).

4- Testing Research Hypotheses

1- Testing the First Hypothesis: (There is a significant effect of technological readiness on knowledge sharing)

To determine the causal relationship between technological readiness and strategic decision quality, simple linear regression model (Table 6) was used, with technological readiness variable as the

explanatory variable and knowledge sharing variable as the mediating variable. The regression model results showed that technological readiness affects strategic decision quality as follows:

A- The calculated value of the model's F-statistic was (10.86) at a significance level of (0.001), indicating a statistically significant effect of technological readiness on knowledge sharing with a confidence level of (99%).

B- The coefficient of determination (R2) value of (.067) indicates that technological readiness explains (6.7%) of the variance in knowledge sharing in the research sample. The remaining ratio of (93.3%) is attributed to other variables not included in the research model.

C- The effect coefficient (ß) value of (.362) indicates that an increase in the level of technological readiness by one standard deviation unit will lead to a (36.2%) increase in knowledge sharing by one standard deviation unit. Therefore, the first hypothesis was accepted.

Table 6: Simple Linear Regression Model

Independent Variable	Mediating Variable	Effect Coefficient ß	Determination Coefficient R^2	F-Value	Significance Level
Technological Readiness	Cognitive Collaboration	.362	.067	10.86	.001[b]

Source: Prepared by the researchers based on the outputs of the SPSS program.

2- Testing the second hypothesis: (There is a statistically significant effect of paternal leadership on the quality of strategic decisions). The simple linear regression model in Table (7) shows the following results:

A- The computed value of (F) was (7.88) at a significance level of (0.05), indicating a statistically significant effect of paternal leadership on the quality of strategic decisions with a confidence level of (95%).

B- It is evident from the table below that the coefficient of determination (R2) was (.36), indicating that paternal leadership can explain (36%) of the variance in the quality of strategic decisions in the research sample company, while the remaining percentage (64%) is attributed to other variables not included in the research model.

C- The coefficient of the effect (ß) was (.221), indicating that an increase in the level of paternal leadership by one standard deviation will lead to an increase in the quality of strategic decisions by (22.1%) of one standard deviation, hence accepting the second hypothesis.

Table (7) Simple Linear Regression Model

Independent Variable	Dependent Variable	Effect Coefficient ß	Determination Coefficient (R2)	F Value	Significance Level
Technological Readiness	**Strategic Decision Quality**	**.221 -**	**.36**	**7.88**	**.005[b]**

Source: Compiled by the researchers based on the outputs of SPSS programs.

3 - Testing the hypothesis of the third effect: (There is a statistically significant effect of cognitive collaboration on the quality of strategic decisions), as shown by the simple linear regression model in Table (8) with the following results:

A- The computed value of (F) for the estimated model was (31.6) at a significance level of (0.001), indicating a statistically significant effect of cognitive collaboration on the quality of strategic decisions with a confidence level of (99%).

B- It is evident from the value of the interpretation coefficient (R2) of (.568) that the cognitive collaboration variable is capable of explaining (56.8%) of the variations occurring in the quality of strategic decisions in the researched company. The remaining percentage of (43.2%) is attributed to other variables not included in the research model.

C- The value of the effect coefficient (ß) of (.723) indicates that an increase in the level of cognitive collaboration by one standard deviation leads to an increase in the quality of strategic decisions by (72.3%) of one standard deviation. Therefore, the third hypothesis is accepted.

Table (8): Simple Linear Regression Model

Mediating Variable	Dependent Variable	Effect Coefficient ß	Interpretation Coefficient R2	F Value	Significance Level
Knowledge Sharing	**Strategic Decision Quality**	**.723**	**.568**	**31.6**	**.001[b]**

Source: Prepared by the researcher based on the outputs of SPSS.

4- Testing the fourth main hypothesis: (There is a significant indirect effect of technological readiness on strategic decision quality through knowledge sharing), the simple linear regression model in Table (8) shows the following results:

A- The computed value of (f) for the estimated model was (31.6) at a significance level of (0.001), indicating a statistically significant indirect effect of technological readiness on strategic decision quality through knowledge sharing with a confidence level of (99%).

B- The value of the interpretation coefficient (R2) of (.568) indicates that the knowledge sharing variable can explain (56.8%) of the variations occurring in the strategic decision quality variable in the studied company. The remaining proportion of (43.2%) is attributed to other variables not included in the research model.

C- The coefficient of effect (ß) of (.723) indicates that an increase in the level of knowledge sharing by one standard deviation leads to a (72.3%) increase in strategic decision quality by one standard deviation. Therefore, the fourth hypothesis is accepted.

Table (8) presents the results of testing the third step of the mediator variable analysis, where a significant effect is observed between paternal leadership and strategic decision quality with knowledge sharing as a control variable (β=0.781, P < 0.01). Hence, the psychological well-being variable partially mediates the relationship between paternal leadership and workplace bullying, as the beta coefficient value in the first step for the paternal leadership variable decreased from (β= 0.362, P< .001) to (β= 0.121, P< .001) in the third step.

Table (9) Results of Testing the Third and Fourth Steps of the Mediator Variable Analysis for Knowledge Sharing.

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	F	t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.550	.250			2.199	.029
	Technological Readiness	.121	.066	.085	162.800	2.826	.001
	Knowledge Sharing	.781	.046	.794		17.099	.000
a. Dependent Variable: Strategic Decision Quality							

Source: Prepared by the researcher based on the outputs of SPSS.

Chapter Four

Conclusions and Recommendations

Firstly: Conclusions

1. The researched company prioritizes technology, making it consistently prepared to face challenges by adopting the latest technological innovations and implementing them within the company.
2. Employees within the company demonstrate a good level of creativity, enabling them to effectively interact with the latest technological devices owned by the company.
3. The researched company provides its employees with the means to work freely and pays attention to organizational matters that ensure safety within the organization.
4. Employees within the company encourage each other, and the knowledge they possess is readily available to everyone, fostering mutual trust among them.
5. The researched company continuously offers training courses to its employees to keep up with the latest technologies used worldwide. It also encourages employees to engage in dialogue, exchange ideas, and develop values, beliefs, and traditions that promote knowledge sharing.
6. Employees within the researched company have a decent level of awareness and perception due to the policies, decisions, and programs adopted by the organization. Moreover, the procedures taken by the company to reach strategic decisions are of high quality, thanks to the rationality of decision-makers.
7. The management in the researched company deals fairly with all employees within the organization without discrimination, positively impacting the making of strategic decisions characterized by high quality.

Secondly: Recommendations

1. It is important for the researched company to increase its focus on the level of technology used to meet the developments in the global oil markets.
2. The researched company should continue to provide all the requirements that enable its employees to manage rapidly changing technology and provide means for them to refine their creativity.
3. The researched company should enhance all means and methods for its employees to feel job security so that it can benefit from their experiences and innovations.
4. The researched company should create a work environment that makes employees feel like one team, complementing each other away from personal problems and individual competition, thereby promoting trust among employees.
5. The researched company should strive to continue providing courses and workshops that qualify employees and send them abroad to keep up with developments in the oil sector.

6. It is very important for the researched company to capitalize on the levels of awareness and perception possessed by its employees by empowering them within the company to make strategic decisions that achieve quality in production.

7. The researched company should continue to promote a culture of justice within the company so that employees do not feel that the company treats them differently and discriminates among them in dealings.

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