



# THE ROLE OF KNOWLEDGE MANAGEMENT IN ENHANCING THE QUALITY OF ADMINISTRATIVE DECISION-MAKING BY THE HEADS AND SUPERVISORS OF THE SCIENTIFIC DEPARTMENTS AT KING ABDULAZIZ UNIVERSITY IN SAUDI ARABIA

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## **Abstract**

*The study aimed to explore the role of knowledge management in enhancing the quality of administrative decision-making by the heads and supervisors of the scientific departments at King Abdulaziz University. The study adopted a descriptive survey methodology, and data were collected using a questionnaire designed for this purpose and distributed to a sample of 73 heads and supervisors of the scientific departments at King Abdulaziz University. To achieve the study's objectives, a questionnaire was developed as a tool for the study after its validity and reliability were confirmed. The study's results showed that the participants' assessments of the role of knowledge management in improving administrative decision-making by the heads and*

*supervisors of the scientific departments at King Abdulaziz University were significant. The study's findings related to statistical individual differences showed no significant differences ( $\alpha=0.05$ ) attributed to variables of gender, academic rank, administrative position, and years of experience. In light of these results, the study recommends the development of ongoing training programs to enhance the professional and personal competencies of the heads and supervisors of the departments, and the updating of the information infrastructure to ensure the provision of accurate and up-to-date information to support decision-making.*

*Keywords: Knowledge Management, Administrative Decisions, Heads of Scientific Departments*

## INTRODUCTION

In a world characterized by constant change and rapid development, the pressing need for knowledge management emerges as a vital tool for competitiveness and innovation. Knowledge is now one of the most important resources that institutions possess, forming the foundation upon which strategies are built and decisions are made. In this context, universities come forth as centers of excellence and innovation, playing a pivotal role in generating and distributing knowledge.

Amidst the increasing challenges and rapid changes witnessed by the knowledge environment, knowledge management has emerged as a fundamental and necessary element in scientific and academic institutions. It has become central in the era of the information and technological revolution, which has contributed to accelerating processes and simplifying efforts. Knowledge management plays an influential role in enhancing and improving the decision-making process through its various stages, from identifying problems to developing and evaluating alternatives, and ultimately choosing and implementing the best solutions. Knowledge management provides the necessary tools for decision-makers to work according to well-studied and appropriate mechanisms, contributing to more efficient and effective decisions. It also enhances employees' abilities to understand aspects of their jobs, enabling them to innovate and launch high-precision and quality initiatives in their field of work (Munasiriyah and Bin Tayeb, 2021).

In the academic field, knowledge management represents a pivotal element that requires comprehensive application covering all facets of administrative and academic activity. It effectively contributes to organizing and disseminating knowledge in a structured and fruitful manner, which helps raise the level of education and scientific research, and supports educational institutions in their pursuit of innovation and excellence. Knowledge management works on documenting information and coordinating it in a methodical way that facilitates the

completion of research with utmost precision and quality. Additionally, it plays an important role in enhancing the sustainability of institutions by preserving knowledge and utilizing it in the development of curricula and the improvement of teaching and learning methods (Saleh, 2018). From here, the role of academic leadership emerges, which is reflected in their ability to harness knowledge to enhance administrative decisions and achieve the strategic goals of the university.

### **Study Problem**

In the digital age we live in, the pace of knowledge and technological changes is accelerating, imposing new challenges on institutions in general, and academic ones in particular, regarding how to manage and leverage knowledge. Therefore, the importance of knowledge management as a crucial factor in enhancing the competitiveness and innovativeness of these institutions is highlighted, especially in the field of administrative decision-making. Wise and informed administrative decisions are fundamental to the success and progress of universities. However, questions remain about how knowledge management affects these decisions and its effectiveness in improving the quality of administrative decisions.

The study by Al-Awamreh's (2021) emphasizes that knowledge management plays a significant role in improving the quality of administrative decisions among heads of academic departments, indicating the importance of developing tools and methodologies that enable this role to be performed more effectively. This calls for the need to enhance communication and collaboration between faculty and administration to achieve more comprehensive and effective decisions. Al-Subhi and Al-Otaibi (2020) point to the importance of senior management support for the effective implementation of knowledge management concepts and functions, and the necessity of enhancing the understanding of knowledge management among employees to achieve more accurate and effective administrative decisions. In a related context, Al-Sharari's study (2020) suggests that knowledge management is an essential tool for performing various administrative activities and stresses the need to adopt an incentive system that rewards knowledge efforts and encourages creativity and knowledge production. Ghabour's study (2012) presents a vision for using the knowledge management approach in developing institutional performance, affirming that knowledge management has become an integral part of the educational philosophy and is among the promising trends that contribute to the competitiveness of higher education in today's world, necessitating the development of performance in higher education institutions through the application of effective knowledge management practices.

From this standpoint, there is a need for an in-depth study that sheds light on the role of knowledge management in the academic environment, specifically at King Abdulaziz University, which is one of the leading universities in the region. It is among the first universities that strive to apply innovative strategies to develop performance, keep up with changes, and achieve competitive advantage in line with Vision 2030. Therefore, there is an urgent need to fill the knowledge gap in this field through conducting a scientific study that seeks to identify the best applied knowledge practices and techniques, and to present proposals that can contribute to improving decision-making processes and increasing awareness of them. In light of the foregoing, the research problem is encapsulated in the following fundamental question: What is the role of knowledge management in improving the quality of administrative decisions among the heads and supervisors of scientific departments at King Abdulaziz University?

### **Objectives of the study**

1. To identify the conceptual framework for the main axes of the study: knowledge management and its processes, and the enhancement of administrative decisions.
2. To explore the role of knowledge management in enhancing the decision-making process among the heads and supervisors of the scientific departments at King Abdulaziz University.
3. To determine whether there are statistically significant differences in the sample of the study regarding the role of knowledge management in enhancing the decision-making process among the heads and supervisors of the scientific departments at King Abdulaziz University, attributed to variables (gender, academic rank, administrative position, and years of experience).

### **Study questions**

1. What is the conceptual framework for the main axes of the study: knowledge management and its processes, and the enhancement of administrative decisions?
2. What is the role of knowledge management in enhancing the decision-making process among the heads and supervisors of the scientific departments at King Abdulaziz University?
3. Are there statistically significant differences at the significance level ( $\alpha=0.05$ ) in the role of knowledge management in enhancing administrative decisions among the heads and supervisors of the scientific departments at King Abdulaziz University, attributed to variables (gender, academic rank, administrative position, and years of experience)?

## Importance of studying

The importance of this study lies in its contribution to examining the role of knowledge management in enhancing administrative decision-making. This study holds both scientific and practical significance, enriching theoretical and applied knowledge in the field of knowledge management and administrative decision-making in universities. It offers valuable insights and recommendations for leaders, practitioners, and those interested in this area, as knowledge management is a relatively new administrative topic. The subject of applying knowledge management practices to improve administrative decisions has not received sufficient attention from organizations in general and universities in particular, despite knowledge management being key to their current and future success. The current study's importance is evident in the following:

*Firstly, the theoretical significance of the study is represented by:*

- At the academic level, this study addresses the role of knowledge management in enhancing administrative decisions, one of the most prominent modern administrative approaches that educational institutions aim to adopt and implement.
- The study deals with a contemporary administrative topic that has an impact on improving administrative performance in colleges and university administrations.
- The current study considers the opinions of an important group with a primary role in the development and advancement of the university, namely the academic leadership at King Abdulaziz University.

*Secondly, the practical significance of the study is represented by:*

- Practically, universities should pay greater attention to the role of knowledge management in enhancing administrative decisions made by the heads and supervisors of scientific departments. This study's importance is clear as it assists officials of the Ministry of Higher Education in the Kingdom in identifying strengths and weaknesses in the application of knowledge management practices in the administrative decision-making process in Saudi universities and working to enhance strengths and address weaknesses.
- It is expected that this study will provide numerous recommendations for the university's administrative leadership, which may contribute to developing the reality of applying knowledge management and its role in enhancing the administrative decisions made by the heads and supervisors of the scientific departments at the university.

## Study model

To achieve the purpose of the study and reach its specific objectives, the researcher designed the theoretical model of the study as shown in the figure 1.

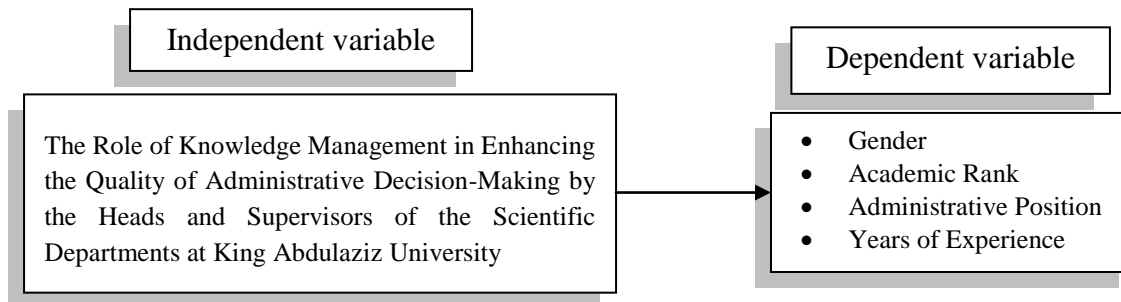


Figure 1: Proposed study model

## Study Boundaries

The study boundaries are as follows:

- **Subject Matter Boundaries:** The subject matter of this study is limited to examining the role of knowledge management in enhancing administrative decision-making among the heads and supervisors of scientific departments in the scientific and theoretical colleges at King Abdulaziz University.
- **Spatial Boundaries:** The application of the current study is restricted to King Abdulaziz University in Jeddah.
- **Human Boundaries:** The study is focused on academic leadership (heads and supervisors of scientific departments) at King Abdulaziz University.
- **Temporal Boundaries:** The study was prepared and conducted during the year 1445 AH / 2024 CE.

## Study Terminology

In this study, the researcher used several scientific terms, as follows:

- **Knowledge Management:** Knowledge management are defined as the organized process of searching, selecting, organizing, and presenting information in a way that enhances employees' understanding and optimal utilization of organizational assets (Al-Sabbagh, 2012). Additionally, knowledge management involves efficiently collecting and innovating knowledge, managing the knowledge base, and facilitating participation to effectively apply it within business organizations (Hislop, 2009). The procedural definition within this study is that knowledge management refers to the processes carried out

within the scientific departments at King Abdulaziz University to identify, collect, organize, and distribute knowledge in a manner that improves understanding and optimal use of information. This supports enhancing administrative decisions and contributes to achieving the university's strategic goals.

- **Administrative Decisions:** Administrative decisions are defined as choosing the optimal and appropriate solution to a specific administrative problem, regardless of its nature. These decisions involve multiple psychological, social, organizational, and environmental factors and include various elements that distinguish them from other administrative processes (Kanaan, 2007). The procedural definition within this study is that administrative decisions are the choices made by the heads and supervisors of scientific departments at King Abdulaziz University. These decisions are based on in-depth analysis of available information and knowledge, aiming to solve administrative problems and improve performance within the departments. Psychological, social, organizational, and environmental factors are taken into account.
- **Enhancing Administrative Decisions:** Enhancing administrative decisions are characterized by conscious decisions made at the right time to solve a specific problem. These decisions rely on accurate and precise information, considering the decision as the best alternative among several available options and leading to achieving the organization's goals (Zahouq, 2013). In the administrative context, the concept of enhancement refers to comprehensive quality, which involves making efforts and investing energy to improve the administrative approach and its specifications (Al-Nasheri, 2018).
- **Heads and Supervisors of Scientific Departments:** These individuals are faculty members responsible for managing scientific, administrative, and financial matters within the scientific departments. They ensure compliance with the regulations and policies of the Ministry of Education. They also provide the dean with regular reports reflecting the progress and performance of the department. Their role contributes to enhancing the university's position as a center for scientific and knowledge excellence.

## THE THEORETICAL FRAMEWORK

The theoretical framework of the current research proceeds as follows:

### Knowledge management

Knowledge management is considered a fundamental pillar that contributes to enhancing the knowledge economy and serves as a strategic driver for innovation. It plays a

crucial role in achieving sustainable human development and developing the knowledge capacities of educational institutions. By organizing and analyzing information, knowledge management enables organizations to utilize best practices and experiences to improve performance and achieve strategic goals. In the context of education, knowledge management is an indispensable tool for curriculum development, enhancing educational quality, and advancing scientific research. It contributes to preparing a generation capable of dealing with contemporary and future challenges.

### ***Concept of Knowledge Management***

Knowledge management refers to the processes, tools, and behaviors collaboratively shaped and performed by organizational beneficiaries. Its purpose is to acquire, store, and distribute knowledge, ultimately reflecting on business operations to achieve long-term competitiveness and adaptability (Ben Mansour, 2012). Procedurally within this study, knowledge management is defined as the organized processes of search, selection, organization, and presentation of information to enhance employees' understanding and optimal utilization of organizational assets (Al-Sabbagh, 2012).

### ***Knowledge Management Processes***

Researchers indicate that knowledge management processes include: knowledge generation, storage, distribution, and application. Some argue that knowledge management processes encompass knowledge generation, access to knowledge sources, knowledge application, safeguarding organizational products, knowledge storage, knowledge development, and knowledge measurement (Safarzadeh, 2012). In general, knowledge management processes involve the following dimensions:

1. Knowledge Generation: Refers to continuous efforts aimed at identifying existing knowledge or discovering and innovating new, previously undiscovered knowledge. This involves transforming tacit knowledge into explicit knowledge and transferring it from individual to collective levels (Al-Kubaisi, 2005).
2. Knowledge Storage: Encompasses processes related to retaining and maintaining knowledge, organizing it, and facilitating access and retrieval. This process serves as the organizational memory (Barhal, 2018).
3. Knowledge Transfer: Within organizational theory, knowledge transfer is defined as the practical problem of transferring knowledge from one member of the organization to another. Its purpose is to ensure that knowledge is available to future beneficiaries or users (Boukshour, 2019).



4. **Knowledge Application:** The ultimate goal of knowledge management is to leverage available knowledge within the organization. Therefore, knowledge application is one of its most critical processes. It involves utilizing and investing in knowledge, and the success and efficiency of the organization depend on the volume of implemented knowledge relative to what is available (Boukshour, 2019).

### ***Knowledge Management Requirements***

The success of implementing knowledge management is crucial for organizations in general, and particularly for universities, which are knowledge-intensive organizations. It relies on a set of diverse and integrated requirements. These requirements are primarily related to the organizational environment in which they exist. Researchers and scholars have generally agreed on specific requirements for implementing knowledge management in higher education:

1. **Organizational Culture:** Organizational culture plays a pivotal role in determining how individuals within the organization respond to policies and administrative procedures. Therefore, a distinctive organizational culture that supports effective knowledge management is essential for achieving desired goals. Just like any organization, universities need a specific organizational culture to achieve effective knowledge management (Mansaf & Rashad, 2023).
2. **Organizational Structure:** The organizational structure defines roles and responsibilities within the organization. Knowledge management relies on the nature of the organizational structure. The flexibility of the organizational structure is crucial, as it influences employee behavior. Effective relationships between leaders and subordinates should be built on cooperation and trust, facilitating decentralization in work. An effective organizational structure is a fundamental element for successful knowledge management (Al-Talbani, 2015).
3. **Information Technology:** Information technology plays a significant role in organizational development. It enables organizations to stay connected with their external environment. Information and communication technology (ICT) is particularly important for knowledge management in all organizations, especially universities as primary knowledge organizations. ICT contributes to enhancing control over existing knowledge, facilitates handling and provides a suitable physical environment that supports human resources within the organization. It plays a role in encoding, facilitating, and accelerating all knowledge management processes, aiding in knowledge generation, analysis, acquisition, storage, and sharing (Kroun, 2017).

4. **Administrative Leadership:** Administrative leadership is the driving force behind activating knowledge management within universities. It directly shapes and guides knowledge policies and practices. An effective leader is a key factor in determining the university's success in implementing knowledge management. Their role includes supervising information collection and analysis, ensuring alignment of knowledge policies with the university's strategic objectives. It also involves developing future strategies and plans for knowledge management, crafting visions that contribute to building a cohesive organizational culture supportive of innovation and continuous learning. Establishing a strong organizational framework for knowledge management is essential for achieving efficiency and effectiveness within the university.

### **Enhancing Administrative Decision-Making**

In the context of management, administrative decision-making is a vital process that forms the foundation for organizational success and goal achievement. This process requires precise analysis based on available information. Decision-makers within academic institutions, such as department heads and supervisors, play a crucial role in steering the ship toward success. Hence, knowledge management plays a role in equipping them with the necessary tools and information to make informed and effective decisions. Knowledge management enhances decision-makers' ability to analyze data and provide innovative solutions, contributing to sustainable organizational success.

### **Concept of Administrative Decisions**

Administrative decisions involve choosing an alternative from several options to address an existing or anticipated situation. It entails selecting the appropriate alternative consistent with the presented problem after gathering and analyzing information. Deliberation among alternatives leads to effective decision-making. Different alternatives possess characteristics that achieve the goal within a specific timeframe, considering internal and external environmental factors and the organization's available resources (Ali, 2022).

The concept of administrative decisions is defined as "a specific path chosen among multiple alternatives to address administrative problems. It is based on specific theoretical and scientific criteria, ensuring the soundness of the choice and its ability to adapt to future changes in organizational activities" (Al-Asaf, 1988).

### ***Importance of Administrative Decision-Making***

The process of administrative decision-making is essential in determining an organization's trajectory. It involves choosing among multiple alternatives, each carrying varying degrees of difficulty and risk.

The success of organizations primarily relies on the efficiency of their administrative leaders. Their ability to understand and apply decision-making methods wisely and effectively is crucial. Considerations include concepts that ensure the correctness of decisions and their positive impact, as well as the importance of clarity and appropriate timing. Additionally, monitoring implementation and accurately evaluating results contribute to achieving effectiveness and efficiency within the university.

Decision-making is a central point across diverse administrative functions. It intertwines with all stages of administrative planning, from goal setting and policy formulation to program development and implementation. Decision-making is not a single step; it is a continuous series of steps that require ongoing evaluation and adaptation to internal and external organizational variables. This contributes to achieving strategic objectives and ensuring sustained success (Al-Khatib & Maamiah, 2009).

### ***Concept of Enhancing Administrative Decision-Making***

Quality in administrative decision-making refers to the characteristics present in well-informed decisions made promptly to address specific problems. These decisions rely on accurate and precise information, where the chosen alternative is the best among several available options, leading to the achievement of organizational goals (Zahouq, 2013). In the administrative context, the concept of "enhancement" refers to comprehensive quality, which involves efforts and energy invested in improving administrative methods and specifications (Al-Nasheri, 2018).

Therefore, enhancing administrative decisions can be defined as a systematic and sustainable process aimed at increasing the efficiency and effectiveness of decisions made within the organizational framework. This concept encompasses the use of best practices and scientific methods for information analysis, precise evaluation of alternatives, and strategic planning to achieve organizational goals with the highest quality and accuracy. Quality decision-making involves using accurate, reliable, and relevant information related to the problem at hand across various administrative levels within the organization. Each decision carries a significant degree of risk, and decision-makers must rely on good information to make sound choices (Al-Naji et al., 2011).

### ***Importance of Enhancing Administrative Decision-Making***

Administrative decisions are highly significant for both organizations and the individuals working within them. These decisions significantly impact an individual's job position and progress, as well as the members of the community they oversee. The decisions also affect the organization's functioning. The importance of enhancing administrative decisions becomes more pronounced as organizations become more complex, diverse, and face increasing challenges from rapid changes and intense competition. The significance of enhancing administrative decision-making includes the following aspects:

1. **Improving Organizational Performance:** Enhancing decisions contributes to achieving organizational goals more effectively by making informed decisions based on accurate information and in-depth analysis.
2. **Increasing Administrative Efficiency:** Good decisions reduce wasted time and resources, maximizing potential utilization.
3. **Building Trust Among Employees:** Well-made decisions foster trust between employees and management, creating a more positive and collaborative work environment.
4. **Adaptation to Changes:** Enhanced decisions enable organizations to adapt more quickly to environmental and market changes, enhancing their competitive capabilities.
5. **Sustainability and Continuous Development:** Sound decisions ensure the organization's long-term sustainability and continuous improvement through strategic planning and ongoing enhancements.
6. **Measuring Administrative Leaders' Competence:** Decisions serve as a measure of how effectively administrative leaders perform their required tasks and functions using scientific and prudent methods (Ghania, 2014).

### **The Role of Knowledge Management in Saudi Universities**

Knowledge, along with its production, dissemination, and management, currently represents the true power of any university. The university is considered a knowledge resource for the community. With their various organizational structures, universities are among the best and most in need of contexts for applying knowledge management. This plays a significant role in elevating university performance and achieving future goals amidst rapid changes in the external environment. Given that universities are communities based on knowledge, and their mission is to enrich and develop this knowledge, they are rich in intellectual resources. The existing challenge is how to identify the tacit knowledge within the minds of individuals, which is not easily expressed or reviewed, and how to motivate its owners to declare it, making it clearer or describing it in an organized and official scientific and methodological manner. Then, to

create an integration between it and explicit knowledge to achieve high levels of performance in the university (Hashem, 2015).

The importance of knowledge management is evident in its direct contribution to raising the performance level of organizations and achieving desired goals through enhancing creativity within the organization, increasing productivity, improving decision-making processes, and fostering better cooperation among individuals. The significance of knowledge management lies in its effective impact on the success of the university, as it is a comprehensive and clear method that assists the university in developing its performance and increasing its material and moral returns.

Knowledge management plays a vital role in promoting innovation and academic excellence in Saudi universities. Through the application of knowledge management principles, universities strive to achieve competitive advantage and enhance their research capabilities. This includes developing an institutional culture that encourages knowledge exchange and collaboration among academics, as well as providing the necessary infrastructure for effective knowledge storage and retrieval. Studies show that there is a strong impact of knowledge management on achieving competitive advantage, indicating the importance of its implementation in Saudi universities to achieve excellence in higher education and scientific research (Al-Hamidi, 2019).

### **The Role of Knowledge Management in Enhancing Administrative Decision-Making in Saudi Universities**

Knowledge management plays a central and fundamental role in enhancing administrative decision-making in Saudi universities. It contributes to improving the quality of decisions by providing a rich knowledge environment that enhances a deep understanding of the problems and challenges faced by universities. Knowledge management enables universities to develop their capabilities in accurately analyzing data and information, comprehensively evaluating available alternatives, and thus making informed strategic decisions that contribute to achieving their educational and research objectives. It also enhances the ability to adapt and respond to rapid changes in the educational and research environment, which is a decisive factor in enhancing academic and administrative quality (Al-Yahyawi, 2011).

### **Benefits of Implementing Knowledge Management in Universities**

The benefits of implementing knowledge management in universities can be classified into the following main categories (Abu Khudeir, 2009):

1. Scientific Research:

- Increase in competitiveness and responsiveness to research grants and contracts, and the opportunity to conduct commercial research.
- Time-saving in the research process through easy access to information sources, collection, and rapid provision.
- Reduction of research costs by decreasing administrative expenses and facilitating interdisciplinary collaboration.
- Reduction of administrative costs related to scientific research.

2. Curriculum Development:

- Enhancement of the quality of curricula and educational programs by identifying and providing the best practices and experiences and evaluating the results.
- Acceleration of the process of reviewing, developing, and updating curricula.
- Support for the development of faculty members, including new members.
- Improvement of administrative services related to teaching and education using technology.
- Enhancement of faculty performance by benefiting from the lessons and experiences of colleagues, student evaluations, and other inputs that can be used to improve performance.
- Ease of designing and developing joint curricula and programs between different programs thanks to the presence of methods and practices for connecting individuals.
- Improvement of the quality of services provided to students and university staff.

3. Administrative Services:

- Improvement of the efficiency and effectiveness of administrative services provided at the university.
- Increase in the university's ability to identify efforts for improvement and development in services.
- Enhancement of the university's capacity to move towards decentralization by establishing general rules for procedures in all its departments and divisions, granting faculties, departments, and administrations the authority to make decisions according to the system and defined rules, and exchanging information and reports between different entities.
- Enhancement of the university's ability to develop a strategic plan that meets the needs of students and university staff.

#### 4. Learning and Training:

- Provision of an online learning platform and continuous training for students and faculty members.
- Availability of easily accessible knowledge resources and educational lessons.
- Enabling students to access educational materials, lectures, texts, previous research, experiments, and model projects.
- Promotion of interactive learning, project-based education, and self-learning.
- Development of research, analysis, and critical thinking skills among students and faculty members.

#### 5. Development of the Academic Community:

- Enhancement of collaboration and communication among university staff, and exchange of knowledge and expertise.
- Encouragement of participation in seminars, conferences, workshops, and other academic events.
- Promotion of a culture of innovation and creativity and the exchange of ideas and research projects.
- Provision of an advanced educational and research environment that attracts researchers and talented students (Abu Khudeir, 2009).

### **Academic Leadership in Universities**

Academic leadership forms the backbone of any educational institution, serving as the driving force for effectiveness and efficiency within the university. This leadership, which includes university vice-chancellors, college deans, and department heads, is responsible for directing energies and organizing resources to achieve institutional goals (Al-Qahtani, 2017). Given the diverse tasks they perform, it is essential to develop their skills to keep pace with the demands of the times and perform their responsibilities efficiently (Aqeeli, 2021).

#### ***The Importance of Academic Leadership in the University***

Academic leadership plays a pivotal role in achieving the university's goals, managing contradictions, and facing challenges arising from the complexity of organizational objectives. These leaders enhance the value of the human element, the university's primary resource, and contribute to the development and training of individuals to effectively achieve institutional goals (Aqeeli, 2021). The importance of academic leadership in the university lies in the following:

- It acts as a link between the employees and the university's plans and future visions.

- It reinforces positive forces within the university and minimizes negative aspects as much as possible.
- It has the ability to control work problems, resolve disputes, and reconcile opinions.
- It has the ability to develop, train, and care for individuals, considering them the most important resource for the university.
- It has the ability to keep up with surrounding changes and employ them to serve the university.
- It has the ability to facilitate the process of achieving the set goals.

From the above, the importance of academic leadership in the university and its role in the success of the educational process is clear. It can direct all resources towards achieving goals and help employees recognize, confront, and satisfy their needs (Aqeeli, 2021).

## REVIEW OF PREVIOUS STUDIES

The researcher conducted a survey of various Arabic and foreign databases to review the literature published on the study's topic and to examine some scientific theses. There are many previous studies that have addressed the subject of the study from different angles. The survey results indicated a scarcity of studies (to the researcher's knowledge) that directly investigate the topic of knowledge management and its role in enhancing the decision-making process among the heads and supervisors of scientific departments at King Abdulaziz University. These studies, totaling eleven, were a mix of Arabic (seven) and foreign (four) works, all addressing specific topics about knowledge management and its role in improving the administrative decision-making process. The studies span the intellectual production period from 2002 to 2021 and are arranged chronologically from the most recent to the oldest. The following is an overview of these studies, highlighting the main results derived from them, clarifying the scientific gap by identifying how the current study differs from previous ones, and finally, the aspects of benefiting from the previous studies in the current research.

### **Alawamreh's Study (2021): The Degree of Contribution of Knowledge Management in Enhancing Administrative Decisions among Academic Department Heads in Jordanian Universities**

The study aimed to identify the degree of contribution of knowledge management in enhancing administrative decisions among academic department heads in Jordanian universities. A descriptive survey method was used, and the study sample was selected through simple random sampling, consisting of 84 department heads from both public and private universities in the northern region. To achieve the study's objectives, a questionnaire was



developed as a research tool after verifying its validity and reliability. The results showed that the study sample's estimates of the degree of contribution of knowledge management in enhancing administrative decisions among academic department heads in Jordanian universities were high. The study also found no statistically significant differences ( $\alpha = 0.05$ ) attributed to gender and university variables, but there were differences attributed to academic rank and years of experience, favoring the professor category and those with more than 10 years of experience. The study recommended enhancing the participation of faculty members and department heads in the decision-making process, creating a cooperative and collaborative atmosphere, and developing communication skills among students.

### **Aqeeli's Study (2021): The Reality of Knowledge Management Application in the College of Arts and Humanities at King Abdulaziz University from the Perspective of Its Academic Leaders**

The study aimed to understand the reality of knowledge management application in the College of Arts and Humanities at King Abdulaziz University from the perspective of its academic leaders (dean of the college, vice deans, and heads and supervisors of academic departments). The researcher used a case study approach, relying on a questionnaire tool, targeting 24 academic leaders from both male and female sections using purposive sampling. The study found several results, most notably that the university has special systems for transferring and sharing knowledge among all levels. The results also indicated that the majority of academic leaders agree that one of the main obstacles to applying knowledge management is the lack of awareness and understanding of the benefits of knowledge management implementation. They strongly agree on the necessity of providing time for academic leaders to contribute to enriching knowledge. The results also showed that there are no statistically significant differences in the opinions of the sample of academic leaders participating in the study regarding the reality of knowledge management applications, its obstacles, and the proposed suggestions to overcome these obstacles based on differences in academic degree, administrative position, and years of experience at the university.

### **Al-Sufiani's Study (2020): The Role of Knowledge in Decision-Making: A Field Study on Employees of Jeddah Municipality**

The study aimed to identify the role of knowledge in the decision-making process among employees of Jeddah Municipality. A descriptive-analytical method was used, and the study tool was a questionnaire applied to Jeddah Municipality employees. The study revealed several results, including a statistically significant impact of tacit knowledge on decision-making and no

statistically significant differences in the average responses of the sample individuals across the study tool's axes and sub-dimensions according to job level and years of experience variables. The study recommended that Jeddah Municipality should focus on uncovering the tacit knowledge of its employees, develop their cognitive skills through training courses, and utilize the knowledge and accumulated experiences of executive employees when making decisions. This abstract was written by Dar Al-Mandumah in 2022.

### **Al-Subhi and Al-Otaibi's Study (2020): Opportunities and Challenges of Knowledge Management in Supporting Decision-Making in Human Resources Management at the General Directorate of Education in Jeddah Province**

The research aimed to determine the degree of understanding of knowledge management concept, the level of senior management support for the application of knowledge management, the functions of knowledge management, and also to know the decision-making process, and the challenges and obstacles facing knowledge management. The researchers used a descriptive-analytical method and distributed a questionnaire to employees in the General Directorate of Education in Jeddah's Human Resources Management Department, totaling 140 employees. The research tool (questionnaire) was developed based on Al-Muqbil's (2010) questionnaire and consisted of 5 axes in its final form. Among the most prominent research findings, the majority of the research sample agreed on the first axis (degree of understanding of knowledge management concept), and the results of the second axis (level of senior management support for the application of knowledge management) showed medium agreement among the research sample. The results of the third axis (functions of knowledge management), where the first dimension (knowledge diagnosis) and the second dimension (setting knowledge objectives) received medium agreement, while the third dimension (knowledge generation and acquisition) received high agreement. The results of the fourth axis (decision-making process) with its two dimensions (decision execution, monitoring, and control) received high agreement among the research sample. The results of the fifth axis (challenges and obstacles facing knowledge management) showed high agreement among the research sample, and the research recommends that it is necessary to enhance the concept of knowledge management among employees by senior management.

### **Al-Sharari's Study (2020): The Role of Knowledge Management in Decision-Making Processes at Aqaba Container Port Company in Jordan**

The study aimed to uncover the role of knowledge management in decision-making processes among employees at Aqaba Container Port Company in Jordan. The study sample

consisted of 193 males and 57 females. Among the key findings of the study were statistically significant differences between the average scores of the variables (knowledge generation, knowledge storage, knowledge distribution, and knowledge application), which were in favor of females. There were also statistically significant differences in the decision-making process, which were in favor of males. Additionally, knowledge management was found to be an important and necessary tool for various administrative activities within the company. The study emphasized the need to provide the prerequisites and requirements for applying knowledge management in the company and other fields. The researcher recommended that the company should adopt a system of material and moral incentives that rewards knowledge efforts, encourage employees to innovate and produce knowledge, and strive to develop their knowledge capabilities.

### **Abubakar et al.'s Study (2019): Knowledge Management, Decision-Making Style, and Organizational Performance**

This study aimed to develop a framework for knowledge management and decision-making styles through a review of existing management literature. The research proposed a framework that supports the relationship between knowledge management enablers (such as organizational member collaboration, T-shaped skills, learning, and IT support) and organizational performance, with an intermediary effect of the knowledge creation process. The study also suggested that the decision-making style (whether intuitive and/or rational) would moderate the relationship between the knowledge creation process and organizational performance. It offers a set of suggestions that represent an experiment-driven research agenda and also describes the relationships between key variables to enhance public understanding in a business context.

### **Rahahleh et al.'s Study (2016): Knowledge Management and Decision-Making**

The study aimed to explore the importance of knowledge management amid environmental and technological changes, especially in Jordanian organizations, to improve the quality of strategic decisions. The study relied on a qualitative methodology, using appropriate literature review and discussions among researchers to identify the key factors of knowledge management, including support through information systems, technology, and awareness. The study addressed how these factors affect the making of high-quality decisions. It concluded that a knowledge management system improves decision-making quality, that the availability of knowledge management technology enhances organizational development activities, and that awareness of the importance of using a knowledge management system and how to implement

it in organizations contributes to making quality decisions that enable choosing the right alternative at the right time with flexibility in using and modifying the chosen alternative.

### **Litvaj & Stancekova's Study (2015): Decision-Making and Its Relationship with Knowledge Management, Using Knowledge Management in Decision-Making**

The study focuses on two main areas: knowledge management, describing its importance and benefits for institutions, and decision-making, its procedures, and its relationship with knowledge management. The study discusses the use of knowledge management in the decision-making process. As products change, so do technologies, markets, and business conditions, which applies to institutions in the global economy. Consequently, there is a need to change business strategies and management systems used by institutions, as they are also subject to change. These changes should help institutions adapt to changes in the global economy, thus increasing the frequency of these changes. But what does successful adaptation mean? The answer lies in responding to customer needs and satisfaction, effectively addressing their requirements and innovation, and changing business and its management systems as well. Knowledge management is one of the modern management systems, and more and more institutions are implementing it. For this reason, our study focuses on its use in decision-making procedures as one of the main managerial processes.

### **Ghabour's Study (2012): Using Knowledge Management Approach in Developing Institutional Performance in Higher Education Institutions in Egypt: A Proposed Concept**

Discussing a new role for higher education institutions requires a new approach towards knowledge systems and their management in these institutions; knowledge management has become an integral part of the philosophy of education and is one of the most promising and rapidly developing trends that increase the competitiveness of higher education in today's world. The real goal of knowledge management is to achieve effectiveness and sustainability for institutions. Although the origin of knowledge management was found in the business field, its practices have spread to other areas. The effective use of knowledge management techniques in higher education institutions ensures that today's institutions generate, distribute, and apply knowledge to assist in making sound administrative decisions. Stemming from the researcher's interest in the necessity of developing performance in higher education institutions, she sought to clarify the concept of knowledge management and its importance in contemporary administrative thought, to identify modern trends in knowledge management in higher education institutions, and the relationship between knowledge management and performance development in universities. Along with studying the current reality of knowledge management

and the main obstacles to its application at Mansoura University, the study also presents a proposed concept for using knowledge management to develop performance in higher education institutions in Egypt.

### **Al-Yahyawi's Study (2011): Administrative Knowledge Management and Its Role in the Effectiveness of Administrative Work in Universities in Saudi Arabia**

The study aimed to determine the availability of organizational processes for administrative knowledge management and the role of administrative knowledge management in the effectiveness of administrative work in universities in Saudi Arabia from the perspective of administrative leaders (deans, vice deans, department heads), and to reveal the relationship between the organizational processes of administrative knowledge management. The study sample was drawn from the original community consisting of 536 administrative leaders (university vice deans, deans, and department heads) from King Saud University in Riyadh, King Abdulaziz University in Jeddah, King Faisal University in Dammam, and King Khalid University in Abha from all colleges and specializations - selected purposively - 420 responded, representing 80%. The study combined quantitative and qualitative methods; it used the descriptive survey method and policy analysis method. The study found that the organizational processes of administrative knowledge management in Saudi universities are applied weakly, and there is a lack in the internal and external environmental factors affecting knowledge management. The results also indicated that knowledge discovery processes are applied moderately, while the application of knowledge storage, dissemination, and application processes was weak. The study emphasized the need to improve knowledge management to increase administrative effectiveness in universities.

### **Rastogi's Study (2002): The Role of Knowledge Management in Decision-Making**

The research paper aims to provide an overview of knowledge management and discuss its detailed use in the decision-making process within organizations. The study concluded that in the context of managing organizations, data represents facts or outcome values, and the relationships between data and others have the capacity to represent information. Managing data generation and creating value for that data that determines previous outcomes, data and information related to the organization, its market, its customers, its competitors, and the patterns that link all these elements enable a reliable level of future prediction. Therefore, the study concluded that knowledge management would be the capture, retention, and reuse of the basis for transferring an understanding of how all these pieces fit together and how to convey them meaningfully to another person. Decision-making is one of the most common thinking

activities and one of the most important processes in any business decision support, as it needs to be designed to meet the timeliness and utility of decision information.

### **Comment on previous studies**

Through the researcher's review of previous studies, it was found that many focused on the relationship between knowledge management and administrative decision-making across a variety of contexts, including universities, educational institutions, and companies. These studies generally showed that knowledge management plays an important role in improving the quality of administrative decisions and organizational performance. The current study benefited from previous studies in some theoretical aspects of the study topic, as well as in formulating and constructing the study's questionnaire.

By presenting previous Arabic and foreign studies that addressed the topic of knowledge management from different perspectives and focused on the role of knowledge management in enhancing administrative decisions across a variety of contexts, including universities, educational institutions, and companies, many similarities and differences between the current study and previous studies become apparent. The current study's population consists of the heads and supervisors of scientific departments at King Abdulaziz University, while Aqeeli's study (2021) was applied to the academic leadership of the Faculty of Arts and Humanities at King Abdulaziz University, represented by the dean, vice-deans, and department heads and supervisors. Al-Awamreh's study (2021) was applied to the heads of academic departments in Jordanian universities, while Al-Sufyani's study (2020) was conducted on employees of Jeddah Municipality, and Al-Subhi and Al-Otaibi's study (2020) on the HR staff in the General Administration of Education in Jeddah Governorate. Al-Sharari's study (2020) was applied to the employees of the Aqaba Container Terminal Company in Jordan, and Al-Yahyawi's study (2011) on the administrative leadership of several Saudi universities (vice-chancellors, deans, and department heads), and Rahahleh et al.'s study (2016) on several Jordanian organizations.

In terms of the subject and purpose of the study, all previous studies agreed on the importance of knowledge management, including processes and practices that contribute to improving and enhancing administrative decisions. Most previous studies aimed to identify the role of knowledge management in improving the administrative decision-making process, while some aimed to understand the reality of applying knowledge management in various organizations, particularly in universities and educational institutions, as well as to identify the opportunities and challenges associated with implementing knowledge management in these institutions.

The current study aims to identify the role of knowledge management in enhancing administrative decisions from the perspective of the heads and supervisors of scientific

departments at King Abdulaziz University. It also aims to explore the existence of statistically significant differences in the sample's responses attributed to variables such as gender, academic rank, administrative position, and years of experience. The current study agrees with the objectives pursued by Al-Awamreh's (2021), Al-Sufyani (2020), and Al-Sharari (2020) studies, despite differences in the study population. The current study is similar to previous studies in using the descriptive method and the tools used in the study, where the questionnaire was used to collect data in all studies. The researcher benefited from reviewing those studies in some theoretical aspects of the study topic, as well as in formulating and constructing the study's questionnaire.

### **Distinctive Features of the Current Study Compared to Previous Studies**

The current study is distinguished from previous studies in several aspects, most importantly, its focus on the applications of knowledge management in the academic environment of King Abdulaziz University. It also aims to identify the role of knowledge management in enhancing administrative decisions among the heads and supervisors of scientific departments at the university. The study provides a practical view of how knowledge management is applied in universities and its impact on administrative decisions. In addition, the study analyzes differences in the contribution of knowledge management to enhancing administrative decisions based on variables such as gender, experience, academic rank, and administrative position, offering a more detailed view of the relationship between knowledge management and administrative decision-making.

The current study also stands out from previous studies in that it addresses the topic within the context of the Saudi academic community and applies it to a Saudi university. This gives it an important local dimension that aligns with the goals and aspirations of Saudi Vision 2030 in supporting educational institutions and enabling them to keep pace with rapid transformations in the modern world and achieve the Kingdom's future aspirations.

### **RESEARCH METHODOLOGY**

This section outlines the study's methodology and procedures followed during the research. It describes the various contexts of the steps taken by the researcher to achieve the study's objectives and address its research questions. Additionally, it clarifies the type, nature, and strategy of the study, describes the study population, specifies the observational method, details data collection methods, outlines the stages of developing the study tool, and assesses the validity and reliability of the study instrument. Finally, it identifies the statistical methods used for data analysis to arrive at the results.

## **Case Study Methodology**

The current study follows a case study approach, which is one of the descriptive methods. It aims to collect scientific data related to a specific unit, whether an individual, an institution, or a social system. The purpose is to obtain instructions related to the studied unit and compare them with similar units.

## **Study Instrument**

The survey was used as the data collection tool. The initial wording of the study instrument was formulated, and its domains were defined based on a review of the theoretical framework. This was done by referring to tools used in previous studies similar to the current one. Phrases for each domain were crafted according to procedural definitions, drawing from relevant phrases used in those previous studies, such as the study by Al-Omari and Hatamleh (2020), Safi (2021), and Ben Issa and Farhawi (2022). The study instrument employs a five-point Likert scale as follows: Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree.

## **Sections and Subsections of the Questionnaire**

1. Independent Variables Section: This section covers the following variables: (Gender, Academic Rank, Administrative Position, Years of Experience).
2. Dependent Variable Subsection: The role of knowledge management in enhancing administrative decision-making by the heads and supervisors of scientific departments at King Abdulaziz University. This subsection contains 40 statements.

## **Data Collection Methods**

### ***Secondary Data***

Secondary data were obtained from office sources and a literature review of previous studies to establish the scientific foundations and theoretical framework for this study. Examples include management books and scientific materials related to knowledge management and its impact on administrative decision-making, master's theses and doctoral dissertations related to the study topic and specialized journals and publications discussing the study subject.

### ***Primary Data***

Primary data were collected through a specially designed questionnaire for this study. The questionnaire covered all aspects addressed in the theoretical framework, research questions, and hypotheses. It was distributed to the study sample, consisting of heads and supervisors of scientific departments at King Abdulaziz University.



## Statistical Analysis

After collecting the necessary data on the study variables, they were coded and entered into the computer for statistical analysis. The SPSS (Statistical Package for Social Science) software was utilized for this purpose. The following statistical methods were applied:

- Frequencies and Percentages: Used to measure the relative frequency distributions of sample characteristics and their responses to the questionnaire items.
- Mean (Arithmetic Average): Used as a central tendency measure to assess the average responses of the sample to the questionnaire items.
- Standard Deviation: Used as a measure of dispersion to assess the deviation of sample responses from their arithmetic mean.
- Cronbach's Alpha Test: Used to test the reliability of the study instrument.
- Pearson Correlation Test: Used to test the correlations between the questionnaire items and the total score of the instrument.

Regarding the criteria used to interpret the arithmetic means of the study variables in the study model, the researcher defined five levels: "Very High," "High," "Moderate," "Low," and "Very Low." These levels were measured using the following weights: 5, 4, 3, 2, and 1, respectively.

## Instrument Correction Standard

To judge the arithmetic means of the questionnaire items, domains, and the overall instrument, the statistical standard was adopted using the following equation:

Category Range = (Highest Value - Lowest Value) divided by the number of options.

Category Range =  $5 - 1 = 4 \div 5 = 0.8$ .

Thus, the judgment standard is as follows:

Table 1: Statistical Standard for Determining the Degree of Knowledge Management's Role in Enhancing Administrative Decision-Making among Heads and Supervisors of Scientific Departments at King Abdulaziz University

Mean	Grade
From 1.00 to less than 1.80	Very Low
From 1.80 to less than 2.60	Low
From 2.60 to less than 3.40	Moderate
From 3.40 to less than 4.20	High
From 4.20 to less than 5.00	Very High

## ANALYSIS AND RESULTS

### Reliability and Validity of the Study Instrument

The reliability of the study instrument was confirmed using Cronbach's Alpha coefficient for internal consistency. This was to ensure the stability of the study tool, which showed a high overall reliability coefficient of 0.972 for all 40 questionnaire items. This indicates that the questionnaire has a high degree of reliability and can be relied upon in the field application of the study, according to Nunnally's standard, which considers 0.70 as the minimum threshold for reliability (Nunnally & Bernstein, 1994).

### Internal Consistency Validity of the Study Axes

The internal consistency validity of the questionnaire was verified by calculating the Pearson correlation coefficient between the scores of each item of the study tool and the total score to which the item belongs. This was done using the statistical software SPSS V.25. The following table illustrates the correlation coefficients between each item of the first axis and the total score for the axis.

Table 2: Correlation Coefficient Values Between the Score of Each Item  
and the Total Score of the Instrument

N	Paragraphs	Correlation coefficient
1	Knowledge management improves the quality of decisions by providing accurate and updated information.	0.591**
2	Knowledge management supports the department head in establishing clear policies within the department for knowledge distribution.	0.672**
3	Knowledge management helps make administrative decisions suitable for the academic department environment.	0.719**
4	Knowledge management works on selecting the alternative for decisions that achieve the highest return and the lowest cost.	0.573**
5	Knowledge management links theoretical knowledge with practical application to enhance decisions within the department.	0.687**
6	Knowledge management allows department heads enough flexibility to modify decisions based on new changes.	0.776**
7	Knowledge management enables decision-making based on objective analysis of information, away from personal judgments.	0.756**
8	Knowledge management contributes to making decisions according to available databases.	0.665**
9	Knowledge management supports department heads when applying academic accreditation requirements for scientific programs.	0.685**
10	Knowledge management supports current department heads in benefiting from the experiences and knowledge of former heads when making decisions.	0.636**
11	Knowledge management assists department heads in making decisions that contribute to achieving the academic department's goals.	0.614**

12	Knowledge management considers internal and external circumstances when making decisions.	0.635**
13	Knowledge management links administrative decisions with the department's strategic goals.	0.681**
14	Knowledge management helps department heads choose the best alternatives when making decisions.	0.750**
15	Knowledge management enables the department head to capitalize on opportunities while making decisions.	0.757**
16	Knowledge management aids in reviewing and evaluating decisions based on developments and updates.	0.704**
17	Knowledge management allows the department head to involve the faculty in the decision-making process.	0.675**
18	Knowledge management assists in enhancing the quality of administrative decisions made.	0.678**
19	Knowledge management contributes to the efficient implementation of decisions made.	0.705**
20	Knowledge management enables the department head to give a positive impression to those responsible for the decisions made.	0.678**
21	Knowledge management supports continuous learning and training and developing the necessary skills for decision-makers.	0.650**
22	Knowledge management enables the department head to record and document acquired knowledge in an organized and correct manner.	0.689**
23	Knowledge management supports department heads in promoting a culture of sharing explicit and tacit knowledge.	0.658**
24	Knowledge management provides the department head with access to the necessary resources for making informed decisions.	0.718**
25	Knowledge management contributes to enhancing cooperation between different departments in the university to achieve its goals.	0.667**
26	Knowledge management supports innovation and creativity in making strategic decisions.	0.627**
27	Knowledge management assists department heads in developing decision-making skills.	0.736**
28	Knowledge management facilitates the process of data analysis for effective decision-making by department heads.	0.732**
29	Knowledge management enhances the scientific departments' ability to adapt to changes and make quick decisions.	0.648**
30	Knowledge management contributes to reducing the risks associated with administrative decisions for department heads.	0.717**
31	Knowledge management creates a supportive environment for department heads to share experiences and knowledge.	0.618**
32	Knowledge management enhances the scientific departments' competitive ability through decisions based on reliable information.	0.686**
33	Knowledge management enables scientific departments to keep up with scientific and technological developments.	0.634**
34	Knowledge management links the decisions made with the university's vision and mission.	0.725**
35	Knowledge management helps department heads clearly identify problems.	0.775**
36	Knowledge management supports department heads in maintaining transparency	0.741**

	and clarity when making decisions.	
37	Knowledge management gives department heads a sense of satisfaction with the outcomes of decisions made within the department.	0.766**
38	Knowledge management ensures administrative decisions are convincing and satisfactory to the implementing employees in the department.	0.773**
39	Knowledge management provides the department head with a suitable number of alternatives for decision-making.	0.683**
40	Knowledge management grants department heads the flexibility to choose the appropriate decision for each situation.	0.655**

\* Statistically significant at the significance level (0.05).

\*\* Statistically significant at the significance level (0.01)

The results from Table (2) indicate that the correlation coefficients for the study items ranged between 0.776 and 0.573, which are statistically significant at the level ( $\alpha=0.01$ ). This suggests internal consistency between the instrument items and the total score of the instrument.

### Results Related to the First Question

*What is the role of knowledge management in enhancing administrative decisions among heads and supervisors of scientific departments at King Abdulaziz University?*

To answer this question, the arithmetic means and standard deviations were calculated for the estimates of the study sample regarding the role of knowledge management in improving administrative decisions among heads and supervisors of scientific departments at King Abdulaziz University, as shown in Table (3).

Table 3: Means and Standard Deviations for the Estimates of the Study Sample Regarding the Role of Knowledge Management in Enhancing Administrative Decisions among Heads and Supervisors of Scientific Departments at King Abdulaziz University

N	Paragraphs	Mean	Sta. Dev.	Rank	Grade
1	Knowledge management improves the quality of decisions by providing accurate and updated information.	4.45	0.602	1	Very High
3	Knowledge management helps make administrative decisions suitable for the academic department environment.	4.40	0.618	2	Very High
25	Knowledge management contributes to enhancing cooperation between different departments in the university to achieve its goals.	4.40	0.571	3	Very High
20	Knowledge management enables the department head to give a positive impression to those responsible for the decisions made.	4.38	0.543	4	Very High
11	Knowledge management assists department heads in	4.37	0.589	5	Very

	making decisions that contribute to achieving the academic department's goals.					High
31	Knowledge management creates a supportive environment for department heads to share experiences and knowledge.	4.37	0.589	6		Very High
17	Knowledge management allows the department head to involve the faculty in the decision-making process.	4.34	0.606	7		Very High
26	Knowledge management supports innovation and creativity in making strategic decisions.	4.34	0.583	8		Very High
30	Knowledge management contributes to reducing the risks associated with administrative decisions for department heads.	4.34	0.558	9		Very High
40	Knowledge management grants department heads the flexibility to choose the appropriate decision for each situation.	4.34	0.606	10		Very High
19	Knowledge management contributes to the efficient implementation of decisions made.	4.32	0.598	11		Very High
2	Knowledge management supports the department head in establishing clear policies within the department for knowledge distribution.	4.30	0.639	12		Very High
13	Knowledge management links administrative decisions with the department's strategic goals.	4.30	0.594	13		Very High
15	Knowledge management enables the department head to capitalize on opportunities while making decisions.	4.30	0.617	14		Very High
32	Knowledge management enhances the scientific departments' competitive ability through decisions based on reliable information.	4.30	0.594	15		Very High
23	Knowledge management supports department heads in promoting a culture of sharing explicit and tacit knowledge.	4.29	0.612	16		Very High
39	Knowledge management provides the department head with a suitable number of alternatives for decision-making.	4.29	0.656	17		Very High
4	Knowledge management works on selecting the alternative for decisions that achieve the highest return and the lowest cost.	4.27	0.534	18		Very High
5	Knowledge management links theoretical knowledge with practical application to enhance decisions within the department.	4.27	0.559	19		Very High
8	Knowledge management contributes to making decisions according to available databases.	4.27	0.607	20		Very High
9	Knowledge management supports department heads when applying academic accreditation requirements for scientific programs.	4.27	0.607	21		Very High
10	Knowledge management supports current department heads in benefiting from the experiences and knowledge of former heads when making decisions.	4.27	0.629	22		Very High
18	Knowledge management assists in enhancing the quality of administrative decisions made.	4.27	0.559	23		Very High
37	Knowledge management gives department heads a sense of satisfaction with the outcomes of decisions made within the department.	4.26	0.667	24		Very High

21	Knowledge management supports continuous learning and training and developing the necessary skills for decision-makers.	4.25	0.572	25	Very High
22	Knowledge management enables the department head to record and document acquired knowledge in an organized and correct manner.	4.25	0.596	26	Very High
27	Knowledge management assists department heads in developing decision-making skills.	4.25	0.572	27	Very High
28	Knowledge management facilitates the process of data analysis for effective decision-making by department heads.	4.25	0.596	28	Very High
36	Knowledge management supports department heads in maintaining transparency and clarity when making decisions.	4.25	0.722	29	Very High
12	Knowledge management considers internal and external circumstances when making decisions.	4.22	0.629	30	Very High
29	Knowledge management enhances the scientific departments' ability to adapt to changes and make quick decisions.	4.22	0.534	31	Very High
34	Knowledge management links the decisions made with the university's vision and mission.	4.22	0.629	32	Very High
14	Knowledge management helps department heads choose the best alternatives when making decisions.	4.21	0.600	33	Very High
16	Knowledge management aids in reviewing and evaluating decisions based on developments and updates.	4.21	0.576	34	Very High
24	Knowledge management provides the department head with access to the necessary resources for making informed decisions.	4.21	0.666	35	Very High
35	Knowledge management helps department heads clearly identify problems.	4.21	0.666	36	Very High
7	Knowledge management enables decision-making based on objective analysis of information, away from personal judgments.	4.18	0.674	37	High
38	Knowledge management ensures administrative decisions are convincing and satisfactory to the implementing employees in the department.	4.18	0.561	38	High
6	Knowledge management allows department heads enough flexibility to modify decisions based on new changes.	4.15	0.660	39	High
33	Knowledge management enables scientific departments to keep up with scientific and technological developments.	4.15	0.544	40	High
Total Grade		4.28	0.416		High

\* The lowest grade is (1) and the highest grade is (5).

The results showed that the arithmetic means of the survey paragraphs ranged between (4.15) and (4.45) to a (large) degree. The paragraph stating "Knowledge management works to improve the quality of decisions by providing accurate and up-to-date information" came in first place with a (very High) degree, with an arithmetic mean of (4.45) and a standard deviation of (0.602). It was followed in second place by the paragraph stating "Knowledge management

helps make administrative decisions suitable for the academic department's environment" with an arithmetic mean of (4.40) and a standard deviation of (0.618) to a very large degree. The paragraphs that followed also came with a (very High) degree as shown in Table (3), while the paragraph "Knowledge management enables decision-making based on objective analysis of information, away from personal judgments," and the paragraph "Knowledge management makes administrative decisions persuasive and satisfactory to the implementing employees in the department," and the paragraph "Knowledge management allows department heads and supervisors enough flexibility to adjust decisions based on new changes," and the paragraph "Knowledge management enables scientific departments to keep up with scientific and technological developments," came in the last ranks with a (High) degree.

The researcher attributes this result to the fact that the heads and supervisors of the departments at King Abdulaziz University have professional and personal competencies that allow them to use knowledge management strategies to improve the quality of administrative decision-making in the scientific departments they are responsible for. They also work on using these strategies to make high-quality administrative decisions. This result can also be attributed to the availability of the necessary capabilities, technologies, and means at the university to adopt knowledge management processes in its departments, which constitutes a clear positive aspect for the faculty members; adopting knowledge management processes and making them part of the organizational culture requires support from university administrations, which is provided by the university under study.

The researcher also attributes the result to the fact that knowledge management at King Abdulaziz University takes into account the adoption of knowledge management concepts in its administrative operations. Knowledge management and its generation constitute a competitive advantage for the university under study, as it adds significant value to the overall climate of the university in order to significantly improve its performance through making decisions suitable for its needs.

Furthermore, the researcher attributes the result to the fact that department heads and supervisors use knowledge management by exploring knowledge and linking it to the internal and external environment of the university; they carry out many actions that include working on solving the problems faced by universities through collecting data and evidence suitable for making the right decisions with high quality.

This result agrees with the findings of Al-Awamreh's study (2021) which addressed the topic of the degree of contribution of knowledge management in improving administrative decisions at Jordanian universities, and the study's results showed that knowledge management is applied to a large extent in the Jordanian universities under study.

## Result of the second question

Are there statistically significant differences at the significance level ( $\alpha=0.05$ ) in the degree of contribution of knowledge management to improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University attributed to variables (gender, experience, academic rank, and administrative position)?

To answer this question, the arithmetic means and standard deviations for the study sample's estimates on the degree of contribution of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University were calculated according to variables (gender, experience, academic rank, and administrative position). Table 4 illustrates this.

Table 4: Arithmetic means and standard deviations for the study sample's estimates on the degree of contribution of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University according to variables (gender, experience, academic rank, and administrative position)

Variable	Categories	Number	Mean	Stand. Dev.
Gender	Male	44	4.30	0.454
	Female	29	4.24	0.356
	Total	<b>73</b>	<b>4.28</b>	<b>0.416</b>
Academic Rank	Assistant Professor	27	4.20	0.486
	Associate Professor	35	4.32	0.393
	Professor	11	4.34	0.282
	Total	<b>73</b>	<b>4.28</b>	<b>0.416</b>
Administrative Position	Head of Scientific Department	44	4.28	0.442
	Supervisor of Scientific Department	29	4.28	0.381
	Total	<b>73</b>	<b>4.28</b>	<b>0.416</b>
Years of Experience	5 years or less	10	4.29	0.436
	From 6 to 10 years	35	4.30	0.441
	From 11 to 15 years	20	4.23	0.425
	More than 15 years	8	4.30	0.306
	Total	<b>73</b>	<b>4.28</b>	<b>0.416</b>

\*. Correlation is significant at the 0.05 level (1-tailed).

The results of Table 4 showed no apparent differences between the arithmetic means of the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to variables (gender, academic rank, administrative position,



and years of experience). To determine the statistical significance of these apparent differences, a four-way analysis of variance test was conducted on the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, and Table 5 illustrates this.

Table 5: Four-way analysis of variance for the arithmetic means of the study sample's estimates on the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University

Variable	Sum of Squares	Degrees of Freedom	Mean Square	F-Value	Statistical Significance
Gender	0.181	1	0.181	1.015	0.317
Academic Rank	0.589	2	0.294	1.651	0.200
Administrative Position	0.136	1	0.136	0.765	0.385
Years of Experience	0.453	3	0.151	0.846	0.474
Error	11.593	65	0.178		
Total	1348.312	73			
<b>Adjusted Total</b>	<b>12.481</b>	<b>72</b>			

From Table 5, the following observations can be made:

- There are no statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the gender variable.
- There are no statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the academic rank variable.
- There are no statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the administrative position variable.
- There are no statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the years of experience variable.

To confirm the absence of statistically significant differences, the researcher conducted post hoc comparisons using Scheffé's method, and the results are shown in Tables 6 and 7.

### Post hoc comparisons according to the academic rank variable

Table 6: The post hoc comparisons using Scheffé's method for the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University according to the academic rank variable

Academic Rank (I)	Academic Rank (J)	Different between Means	Stand. Dev.
Assistant Professor	Associate Professor	-0.126	0.107
	Professor	-0.140	0.149
Associate Professor	Assistant Professor	0.126	0.107
	Professor	-0.014	0.144
Professor	Assistant Professor	0.140	0.149
	Associate Professor	0.014	0.144

Table 6 shows the post hoc comparisons using Scheffé's method for the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University according to the academic rank variable. The results indicated no differences between the various academic rank categories.

### Post hoc comparisons according to the experience variable

Table 7: The post hoc comparisons using Scheffé's method for the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University according to the experience variable

years of experience (I)	years of experience (J)	Different between Means	Stand. Dev.
5 years or less	From 6 to 10 years	-0.007	0.152
	From 11 to 15 years	0.063	0.164
	More than 15 years	-0.013	0.201
From 6 to 10 years	5 years or less	0.007	0.152
	From 11 to 15 years	0.070	0.119
	More than 15 years	-0.006	0.166
From 11 to 15 years	5 years or less	-0.063	0.164
	From 11 to 15 years	-0.070	0.119
	More than 15 years	-0.076	0.177
More than 15 years	5 years or less	0.013	0.201
	From 11 to 15 years	0.006	0.166
	More than 15 years	0.076	0.177

Table 7 shows the post hoc comparisons using Scheffé's method for the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University according to the experience variable. The results indicated no differences between the various years of experience categories.

## DISCUSSION OF RESULTS

The multivariate analysis of variance was used to determine the impact of these variables and their significance level in revealing the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, attributed to the variables (gender, academic rank, administrative position, and years of experience). The results are as follows:

1. **Gender:** The results indicated no statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the gender variable. The researcher attributes this result to the equal distribution of skills and knowledge between genders in the academic environment, suggesting that the university has successfully achieved a high level of equality in distributing knowledge resources and training. The current result aligns with the findings of Alawamreh (2021), while it differs from other previous studies such as Alsharari (2020), which showed statistically significant differences favoring males.
2. **Academic Rank:** The results indicated no statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the academic rank variable. This can be attributed to the training programs and workshops provided by the university to all its staff regardless of academic rank, which contribute to developing their administrative skills and fostering a common culture of competence and effectiveness across all academic ranks. The current result aligns with the findings of Alsufiani (2020), which also did not show statistically significant differences based on academic rank, but differs from Alawamreh's (2021) results, which indicated significant differences.
3. **Administrative Position:** The results indicated no statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the administrative position variable (Head of Department – Department Supervisor). The researcher attributes this

result to the uniform policies and procedures implemented by the university, enabling administrative leaders to achieve consistent performance levels regardless of their specific administrative roles.

4. **Years of Experience:** The results showed statistically significant differences at the significance level ( $\alpha=0.05$ ) in the study sample's estimates regarding the role of knowledge management in improving administrative decisions among heads and supervisors of the scientific departments at King Abdulaziz University, according to the years of experience variable. The researcher attributes this to the university's efforts in providing continuous training and professional development for all heads and supervisors, equalizing their ability to apply best administrative practices regardless of their experience duration. Additionally, the university's system promotes continuous learning and self-improvement, minimizing the impact of years of experience as a distinguishing factor in decision-making.

The current result aligns with Alsufiani's (2020) findings, which also did not show statistically significant differences based on years of experience. However, it differs from Alawamreh's (2021) results, which indicated significant differences. Similarly, the present study agrees with Aqeeli's (2021) study, which found no statistically significant differences in the perceptions of academic leaders regarding knowledge management applications at the university, considering differences in academic degree, administrative position, and years of experience.

## CONCLUDING REMARKS

### Summary of the Results

1. The results revealed positive indicators for the application and importance of knowledge management in enhancing administrative decision-making at King Abdulaziz University. Responses from the sample of heads and supervisors of scientific departments indicated their awareness of the significance and role of knowledge management in improving administrative decisions within the university.
2. Knowledge management significantly contributes to improving the quality of administrative decisions by providing accurate and up-to-date information, thereby facilitating informed and effective decision-making.
3. Administrative decisions made by university leaders are contextually appropriate for the academic environment, reflecting a deep understanding of the educational and research context.
4. Heads and supervisors effectively utilize knowledge management strategies to enhance administrative decisions, demonstrating high professional and personal competencies.

5. The university provides the necessary means to adopt knowledge management processes, enhancing both administrative and academic performance.
6. There are no statistically significant differences in the opinions of the sample members (heads and supervisors of scientific departments at King Abdulaziz University) regarding the role of knowledge management in improving administrative decisions based on differences in academic degree, administrative position, or years of experience.

## Conclusions

To enhance administrative decisions in the scientific departments of educational institutions, these departments must transition from traditional management approaches to a more flexible and adaptable model that aligns with modern changes. This transformation necessitates innovative methods and techniques tailored to the needs of all university stakeholders, including faculty members and students. The primary study objectives must be achieved to ensure the success of knowledge management and highlight its role in improving administrative decisions among academic leaders at King Abdulaziz University. The institutional philosophy should focus on meeting student and community requirements through knowledge development and enhancing the capabilities of administrators. Additionally, knowledge management should align with contemporary educational strategies.

The delivery of knowledge within universities should be based on accumulated research results and scientific experiences. This approach contributes to achieving desired efficiency. The university should offer advanced training courses that encourage innovative ways of interaction among administrators, faculty members, and students. Such initiatives foster communication, mutual support, and the removal of barriers to stimulate creativity, which ultimately contributes to the university's growth and reflects pride in its educated and trained students. The involvement of faculty members in facilitating communication between students and academic leaders is crucial.

The study faced with limitations of the current study such as due to time constraint is unable to cover more responds and also the limited of access to data.

## Recommendations

1. Develop continuous training programs to enhance the professional and personal competencies of heads and supervisors of departments, with a focus on knowledge management strategies.
2. Continuously update the information infrastructure and technologies to ensure the provision of accurate and current information that supports decision-making.

3. Conduct periodic assessments of the organizational culture to ensure that knowledge management processes are integral and contribute to improving administrative performance.
4. Encourage department heads and supervisors to explore knowledge and connect it to both the internal and external university environment. Strengthen collaboration with other institutions to exchange experiences and information.

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