DECISION SUPPORT SYSTEMS ADOPTION AMONG STRATEGIC DECISION MAKERS IN HIGHER LEARNING INSTITUTIONS IN YEMEN

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DOCTOR OF PHILOSOPHY
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Abstrak

Kata kunci: Penggunaan teknologi, Pembuat keputusan strategik, Sistem sokongan keputusan, Permodelan persamaan berstruktur
Abstract

It is claimed that higher education institutions in Yemen do not have clear visions, missions, strategic objectives, and they apply traditional management systems with complex procedures. In addition, there has been some ignorance of technology among the Yemeni strategic decision makers because they have not had a clear view of what Information Technology applications can contribute in developing their institutions and the strategic decision-making, and styles of the strategic decision makers. IT applications can also be used in investigating the perceived acceptance of the strategic decision makers towards decision support systems (DSS) technologies. Thus, the unified theory of acceptance and use of technology (UTAUT) has been adopted. A total of 121 forms of questionnaire were collected from the strategic decision makers in Sana’a University and Science and Technology University. Descriptive, regression and structural equation modeling analyses were run to test the hypotheses. The present study found that the research policy, adoption of information technology applications, curriculum, mission, organization of colleges and university, admission policies, financial policies, facilities and equipment, and institutional governance personnel are areas that require strategic decisions in the Yemeni higher learning institutions. Regarding decision making styles, the majority are technical-oriented (analytical and directive) strategic decision makers. The findings indicate that performance expectancy and strategic value expectancy have a significant positive influence on behavioural intention of the strategic decision makers to adopt the DSS. However social influence was found to have influence on behavioural intention when it was tested alone as an independent construct. The strategic decision maker’s decision making style moderates the relationship between efforts expectancy and behavioural intention only. However, administrative experience and professional achievement moderate the relationship between performance expectancy and strategic value expectancy, and behavioural intention only. As a conclusion, this study suggests that technology adoption can be a new strategic decision area.

Keywords: Technology adoption, Strategic decision making, Decision, Support systems, Structural equation modeling
Acknowledgements

I dedicate this work to my mother (Haila Ahsan Hamdan, Allah yarhamha and place her soul in peace in His paradise [Al-Fatihah]) and to the most important person to me, my father (Sheikh Ahmad Ali Alhamassy).

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# Table of Contents

Permission to Use.................................................................i
Abstrak .................................................................................. ii
Abstract .................................................................................. iii
Acknowledgement.....................................................................iv
Table of Contents .................................................................... v
List of Tables ........................................................................... ix
List of Figures ........................................................................... x
List of Appendices .................................................................... xi
Glossary of Terms .....................................................................xii
List of Abbreviations...................................................................xv

## CHAPTER ONE INTRODUCTION .................................................... 1

1.1 Background of The Research .............................................. 1

1.2 Background of Yemen ....................................................... 2
   1.2.1 Higher Education in Yemen ........................................ 3
   1.2.2 The Development Strategies of The Higher Education In Yemen ... 4

1.3 Problem Statement ............................................................ 5

1.4 Research Questions .......................................................... 8

1.5 Research Objectives .......................................................... 9

1.6 Scope of The Research ..................................................... 9

1.7 Contributions of The Research ........................................... 10
   1.7.1 Contributions To Institutions of Higher Education ............... 10

1.8 Outline of The Thesis ...................................................... 12

## CHAPTER TWO STRATEGIC DECISION MAKING AND APPLICATIONS
   OF DECISION SUPPORT SYSTEMS .......................................... 13

2.1. Introduction ..................................................................... 13

2.2. Strategic Decision Making .............................................. 13
   2.2.1. Decision Definitions and Theories ............................... 14
   2.2.2. Decision Making Process ........................................... 16
   2.2.3. Decision Making and Problem Solving ....................... 17
   2.2.4. Strategy .................................................................. 18
   2.2.5. Decision Classification ............................................. 21
   2.2.6. Strategic Decision Making ....................................... 21
   2.2.7. Who Makes Strategic Decisions? ............................... 22
   2.2.8. Models of Strategic Decision Making ......................... 25
   2.2.9. Strategic Decision Making Styles ............................... 33
1) Decision Making and Cognitive Style ......................................................... 33
2) Decision-Making Styles ............................................................................. 34
3) Decision Style Inventories ......................................................................... 40

2.3. Strategic Decision Making in Higher Education ........................................ 45
2.4. Factors That Influence Decision Making .................................................... 51
2.5. Challenges in Strategic Decision Making ................................................... 52
2.6. Decision Support Systems in Strategic Decision Making ............................ 55
   2.6.1. Decision Support and Analysis .......................................................... 55
   2.6.2. Importance of Decision Support Systems for Decision Making .......... 56
   2.6.3. Information Technology Success Factors .......................................... 60
   2.6.4. Decision Support Systems ................................................................. 62
   2.6.5. Technology Adoption ...................................................................... 70

2.7. Technology Acceptance Theories and Models ............................................ 74
   2.7.1. Theory of Reasoned Action ............................................................... 75
   2.7.2. Theory of Planned Behavior .............................................................. 76
   2.7.3. Technology Acceptance Models ....................................................... 78
   2.7.4. Unified Theory of Acceptance and Use of Technology ...................... 82
   2.7.5. The Relationship Between Behavioral Intention and its Antecedents ....... 87
   2.7.6. The Effect of Moderators .................................................................. 101
      1) Strategic Decision Making Styles ....................................................... 105
      2) Administrative Experience As A Strategic Decision Maker ................. 106
      3) Professional Achievement .................................................................. 109

2.8. Conclusion ............................................................................................... 110

CHAPTER THREE THEORETICAL FRAMEWORK .............................................. 111
3.1 Introduction ............................................................................................... 111
3.2 Decision Style Inventory ........................................................................... 111
3.3 The Research Model .................................................................................. 112
3.4 Research Hypotheses ................................................................................ 117
   3.4.1 Dependent Variable .......................................................................... 117
   3.4.2 Behavioral Intention Antecedents ....................................................... 118
      3.4.2.1 Performance Expectancy ............................................................. 118
      3.4.2.2 Effort Expectancy ...................................................................... 119
      3.4.2.3 Strategic Value Expectancy ....................................................... 121
      3.4.2.4 Social Influences ...................................................................... 122
   3.4.3 The Effect of Moderators ................................................................... 123
3.4.3.1 Strategic Decision Making Styles ................................. 125
3.4.3.2 Administrative Experience As A Strategic Decision Maker..... 126
3.4.3.3 Professional Achievement........................................... 127

3.5 Summary ........................................................................ 129

CHAPTER FOUR RESEARCH METHODOLOGY ......................... 130
4.1 Introduction ................................................................... 130
4.2 Research Design.............................................................. 130
4.3 Research Philosophy......................................................... 131
4.4 Flow Chart..................................................................... 133
4.5 Population And Sampling .................................................. 134
4.6 Instrument Development And Measurement ....................... 135
  4.6.1 Demographic Information, Strategic Decisions and IT Applications.... 136
  4.6.2 Decision Style Inventory.................................................. 136
  4.6.3 The Unified Theory of Acceptance and Use of Technology ........ 138
4.7 Data Collection.................................................................. 141
4.8 Structural Equation Modeling ............................................. 145
4.9 Summary ........................................................................ 149

CHAPTER FIVE INSTRUMENT VERIFICATION AND DESCRIPTIVE
STATISTICS ........................................................................ 150
5.1 Introduction ................................................................... 150
5.2 Data Screening ................................................................. 150
  5.2.1 Outliers...................................................................... 150
  5.2.2 Normality Test ............................................................. 151
  5.2.3 Multicollinearity Test..................................................... 152
  5.2.4 Linearity and Homoscedasticity....................................... 153
5.3 Measurement Verification.................................................. 156
  5.3.1 Validity...................................................................... 156
    1) Validity of Decision Style Inventory .................................. 156
    2) Confirmatory Factor Analysis ......................................... 157
      i. Measurement Models .................................................... 157
      ii. Structural Model.......................................................... 159
      iii. Assessing Measurement Validity ................................... 161
  5.1.2 Reliability................................................................. 165
5.2 Testing For Non-Response Bias......................................... 166
5.3 Participants’ Profiles and Descriptive Statistics of The Constructs...... 167
5.3.1 Participants’ Profiles ................................................................. 167
5.3.2 Descriptive Statistics of The Constructs ...................................... 171
5.4 Summary ....................................................................................... 173

CHAPTER SIX DESCRIPTIVE FINDINGS AND HYPOTHESES TESTING ...... 174
6.1 Introduction .................................................................................. 174
6.2 Strategic Decisions of The Higher Learning Institutions .................. 175
6.3 Decision-Making Styles of Strategic Decision Makers ...................... 177
6.4 Testing The Hypotheses of The Behavioral Intention Antecedents ....... 179
  6.4.1 The Hypothesized (Proposed) Model ....................................... 179
  6.4.2 The Generated Model ............................................................. 181
  6.4.3 The Original Model ............................................................... 184
  6.4.4 Antecedents Hypotheses Testing ............................................. 186
6.5 Testing The Moderation Hypotheses .............................................. 188
6.6 Summary ....................................................................................... 189

CHAPTER SEVEN DISCUSSION AND CONCLUSION .............................. 191
7.1 Discussion ..................................................................................... 191
  7.1.1 Identification of The Strategic Decisions Areas of The Higher Learning
       Institutions in Yemen ................................................................. 192
  7.1.2 Determination of Decision-Making Styles .................................. 193
  7.1.3 The Effect of The Antecedents on Behavioral Intention .............. 196
  7.1.4 The Effects of The Moderators ............................................... 200
7.2 Implications of The Research ....................................................... 204
  7.2.1 Contribution to The Body of Knowledge ................................. 205
  7.2.2 Contribution to Institutions of Higher Education ..................... 207
  7.2.3 Contribution to Dss Users and Developers ............................. 209
7.3 Limitations of The Research and Recommendations for Future Research...... 211
7.4 Summary ....................................................................................... 212

REFERENCES ...................................................................................... 214
List of Tables

Table 2.1: A comparative analysis of decision-making styles 39
Table 2.2: The score ranges of the intensity level of decision-making styles 44
Table 2.3: The development and evolution of DSS 63
Table 4.1: Distribution of population elements 135
Table 4:2: Response options and scoring coding 140
Table 4.3: Rotated component matrix and reliability for the pilot study 144
Table 4.4: The recommended values of goodness-of-fit indices 146
Table 5.1: Mahalanobis distance 150
Table 5.2: Normality test 151
Table 5.3: Collinearity test using correlations 152
Table 5.4: Collinearity Diagnostics Coefficients 152
Table 5.5: Overall measurement and structural model fit 163
Table 5.6: Regression weights 163
Table 5.7: Items and Constructs Correlations 164
Table 5.8: The average variance extracted and squared correlation 165
Table 5.9: Construct reliability and composite reliability 166
Table 5.10: Non-response bias analysis 167
Table 5.11: Participants’ background 168
Table 5.12: IT Applications that the Strategic Decision Makers are Familiar With to Use 169
Table 5.13: Participants’ demographics and ability of using IT applications 170
Table 5.14: Descriptive Statistics of the Constructs 173
Table 6.1: Areas of strategic decisions 175
Table 6.2: IT applications in areas of decision making 175
Table 6.3: Differences in strategic decision makers by university 177
Table 6.4: Decision making styles of strategic decision makers 178
Table 6.5: Dominant decision-making styles by university 178
Table 6.6: Characteristics of strategic decision makers and decision-making style 178
Table 6.7: The hypothesized model GOF indices 181
Table 6.8: Modification indexes of the hypothesized structural model 182
Table 6.9: The generated model GOF indices 184
Table 6.10: The original model GOF indices 185
Table 6.11: Regression weights for the generated model 187
Table 6.12: Regression weights for social influence only 187
Table 6.13: The squared multiple correlations of the three structural models 187
Table 6.14: Moderation effects of the moderators 189
# List of Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 2.1:</td>
<td>Problem Solving Model</td>
<td>18</td>
</tr>
<tr>
<td>Figure 2.2:</td>
<td>Problem Type And Time Horizon</td>
<td>20</td>
</tr>
<tr>
<td>Figure 2.3:</td>
<td>Decision Making Phases</td>
<td>30</td>
</tr>
<tr>
<td>Figure 2.4:</td>
<td>Decision Maker's Characteristics In Terms Of Their Decision Making Styles</td>
<td>38</td>
</tr>
<tr>
<td>Figure 2.5:</td>
<td>Role Of IT In The Enterprise</td>
<td>60</td>
</tr>
<tr>
<td>Figure 2.6:</td>
<td>The Theory Reasoned Action (TRA)</td>
<td>76</td>
</tr>
<tr>
<td>Figure 2.7:</td>
<td>The Theory Of Planned Behavior (TPB)</td>
<td>77</td>
</tr>
<tr>
<td>Figure 2.8:</td>
<td>Decomposed Theory Of Planned Behavior (DTPB)</td>
<td>78</td>
</tr>
<tr>
<td>Figure 2.9:</td>
<td>Technology Acceptance Model</td>
<td>79</td>
</tr>
<tr>
<td>Figure 2.10:</td>
<td>Technology Acceptance Model TAM2</td>
<td>80</td>
</tr>
<tr>
<td>Figure 2.11:</td>
<td>The Unified Theory Of Acceptance And Use Of Technology</td>
<td>84</td>
</tr>
<tr>
<td>Figure 3.1:</td>
<td>The Proposed Model Of DSS Acceptance</td>
<td>117</td>
</tr>
<tr>
<td>Figure 4.1:</td>
<td>The Research Flow Chart</td>
<td>133</td>
</tr>
<tr>
<td>Figure 5.1:</td>
<td>Normal P-P Plot Of Regression Standardized Residual</td>
<td>153</td>
</tr>
<tr>
<td>Figure 5.2:</td>
<td>Scatter Plot Of Homoscedasticity Test</td>
<td>154</td>
</tr>
<tr>
<td>Figure 5.3:</td>
<td>Scatter Plot Of Homoscedasticity Test (Partial)</td>
<td>155</td>
</tr>
<tr>
<td>Figure 5.4:</td>
<td>The Measurement Model Of The Proposed Model’s Constructs</td>
<td>159</td>
</tr>
<tr>
<td>Figure 5.5:</td>
<td>The Structural Model</td>
<td>161</td>
</tr>
<tr>
<td>Figure 6.1:</td>
<td>The Hypothesized (Proposed) Model Of DSS Acceptance</td>
<td>180</td>
</tr>
<tr>
<td>Figure 6.2:</td>
<td>The Generated Model Of DSS Acceptance</td>
<td>182</td>
</tr>
<tr>
<td>Figure 6.3:</td>
<td>The Original Model Of DSS Acceptance</td>
<td>185</td>
</tr>
</tbody>
</table>
### List of Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A</td>
<td>The Questionnaire (English Version)</td>
<td>238</td>
</tr>
<tr>
<td>Appendix B</td>
<td>The Questionnaire (Arabic Version)</td>
<td>245</td>
</tr>
<tr>
<td>Appendix C</td>
<td>Spss Outputs</td>
<td>253</td>
</tr>
<tr>
<td>Appendix D</td>
<td>Structural Equation Model</td>
<td>278</td>
</tr>
<tr>
<td>Appendix E</td>
<td>Curriculum Vita</td>
<td>304</td>
</tr>
</tbody>
</table>
Glossary of Terms

**Content Validity** An aspect of validity assessing the correspondence between the individual items and the concept through ratings by expert judges, and pre-tests with multiple sub-populations or other means.

**Construct Reliability** An aspect of reliability measuring the internal consistency of a set of measures rather than the reliability of a single variable.

**Construct Validity** An aspect of validity testing how well the results obtained from the use of the measure fit the theories around which the test was designed. In other words, construct validity testified that the instrument did tap the concept as theorized.

**Convergent Validity** It is synonymous with criterion validity and with correlational analysis, and is one way of establishing construct validity.

**Dependent Variable** It is a variable of primary interest to the study, also known as the criterion variable.

**Discriminant Validity** It is another way of testing construct validity. A measure has discriminant validity when it has a low correlation with measures of dissimilar concepts. In other words, discriminant validity reflects the extent to which the constructs in a model are different.

**Endogenous Latent Construct** A latent, multi-item equivalents to a dependent variable. It is a construct that is affected by other constructs in the model.

**Exogenous Latent Construct** A latent, multi-item equivalent of an independent variable. It is a construct that is not affected by any other construct in the model.

**Facilitating Conditions** The degree to which an individual believes that an organisational and technical infrastructure exists to support use of the system.

**Independent Variable** A variable that influences the dependent or criterion variable and accounts for (or explains) its variance.

**Information Technology** Computer technology, both hardware and software, for processing and storing information, as well as communication technology including networking and telecommunications for transmitting information.

**Generalisability** The probability that the results of the research findings apply to other subjects, other groups, other settings and other conditions.

**Longitudinal Study** A research study for which data are gathered at several points in time to answer a research question.

**Parsimony** (Measure of Parsimony) A model high in parsimony (simplicity) is a model with relatively few parameters and relatively many degrees of freedom. On the other hand, a model with many parameters and few degrees of freedom is said to be complex or lacking in parsimony.
Methods  The various means or techniques or procedures used to gather and analyse data related to some research question or hypothesis.

Methodology  The strategy, plan of action, process or design lying behind the choice and use of particular methods and linking the choice and use of methods to the desired outcomes.

Moderating Variable  The moderator or the moderating variable is one that has a strong contingent effect on the independent variable and dependent variable relationship. That is, the presence of a third variable (the moderating variable) modifies the original relationship between the independent and the dependent variables.

Multicollinearity  When the dependent variables are highly correlated this is referred to as multicollinearity.

Perceived Ease of Use  The degree to which a person believes that using a particular system would be free of effort.

Perceived Usefulness  The degree to which a person believes that using a particular system would enhance his or her job performance.

Pilot Study  The study conducts to detect weaknesses in design and instrumentation and to provide proxy data for selection.

Population  The entire group of people that the researcher wishes to investigate. In this research it is academics within Business Schools in the Thai Public University Sector who have already had experience in using the Internet.

Pretesting  A trial run with a group of participants for the purpose of detecting problems in the questionnaire instructions or design, whether the participants have any difficulty understanding the questionnaire or whether there are any ambiguous or biased questions.

Questionnaire  A pre-formulated written set of questions to which participants record their answers, usually within rather closely defined alternatives.

Reliability  The extent to which research findings would be the same if the research were to be repeated at a later date, or with a different sample of subjects.

Sample  A sample is a subset of the population, comprising some members selected from the population.

Square Multiple Correlation  It is used to measure the construct reliability. The square multiple correlation (SMC) is referred to an item reliability coefficient. It is the correlation between a single indicator variable and the construct it measures. In other words, SMC is the proportion of its variance that is accounted for by its predictors.

Social Influence  The degree to which an individual perceives that other important persons believe he or she should use the system.
Structural Equation Modelling A multivariate technique combine aspects of multiple regression (examining dependence relationships) and factor analysis (representing unmeasured concepts-factors with multiple variables) to estimate a series of interrelated dependence relationships simultaneously.

Subjective Norm The social pressure exerted on the person or the decision maker to perform the behaviour. It refers to an individual’s perception about what other people think of his or her behaviour in question.

Theoretical Framework A collection of theories and models from the literature which underpins a positivistic research study. It is a conceptual model of how the researcher theorises or makes logical sense of the relationships among the several factors that have been identified as important to the problem. The theoretical framework may be referred to as a conceptual framework or as the research model. These three terms are used interchangeably in this research.

Validity The extent to which the data collected truly reflects the phenomenon being studied.
### List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AE</td>
<td>Administrative experience</td>
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<tr>
<td>AGFI</td>
<td>Adjusted goodness-of-fit index</td>
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<td>AMOS</td>
<td>Analysis of moment structures</td>
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<td>BI</td>
<td>Behavioral intention</td>
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<td>CFI</td>
<td>Comparative fit index</td>
</tr>
<tr>
<td>C-TAM-TPB</td>
<td>Combined TAM and TPB</td>
</tr>
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<td>DF</td>
<td>Degrees of freedom</td>
</tr>
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<td>DMS</td>
<td>Decision making style</td>
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<td>DS</td>
<td>Decision style</td>
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<td>DSI</td>
<td>Decision style inventory</td>
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<td>DTPB</td>
<td>Decomposed theory of planned behavior</td>
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<tr>
<td>DW</td>
<td>Data warehouses</td>
</tr>
<tr>
<td>EE</td>
<td>Effort expectancy</td>
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<tr>
<td>EIS</td>
<td>Executive information systems</td>
</tr>
<tr>
<td>ES</td>
<td>Expert systems</td>
</tr>
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<td>FC</td>
<td>Facilitating conditions</td>
</tr>
<tr>
<td>GFI</td>
<td>Goodness-of-fit index</td>
</tr>
<tr>
<td>GDSS</td>
<td>Group decision support systems</td>
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<tr>
<td>IDT</td>
<td>Innovations diffusion theory</td>
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<td>IS</td>
<td>Information system</td>
</tr>
<tr>
<td>IT</td>
<td>Information technology</td>
</tr>
<tr>
<td>MI</td>
<td>Modification indexes</td>
</tr>
<tr>
<td>ML</td>
<td>Maximum likelihood</td>
</tr>
<tr>
<td>MM</td>
<td>Motivational model</td>
</tr>
<tr>
<td>MPCU</td>
<td>Model of personal computer utilization</td>
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<tr>
<td>NFI</td>
<td>Normed fit index</td>
</tr>
<tr>
<td>OLAP</td>
<td>Online analytical process</td>
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<tr>
<td>PA</td>
<td>Professional achievement</td>
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<td>PE</td>
<td>Performance expectancy</td>
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<td>PEOU</td>
<td>Perceived ease of use</td>
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<td>PU</td>
<td>Perceived usefulness</td>
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<tr>
<td>RMSEA</td>
<td>Root mean square error of approximation</td>
</tr>
<tr>
<td>SC</td>
<td>Strictly confirmatory</td>
</tr>
<tr>
<td>SCT</td>
<td>Social cognitive theory</td>
</tr>
<tr>
<td>SDM</td>
<td>Strategic decision maker</td>
</tr>
<tr>
<td>SEM</td>
<td>Structural equation modeling</td>
</tr>
<tr>
<td>SI</td>
<td>Social influence</td>
</tr>
<tr>
<td>SMC</td>
<td>Squared multiple correlations</td>
</tr>
<tr>
<td>SN</td>
<td>Subjective norms</td>
</tr>
<tr>
<td>SVE</td>
<td>Strategic value expectancy</td>
</tr>
<tr>
<td>TAM</td>
<td>Technology acceptance model</td>
</tr>
<tr>
<td>TAM2</td>
<td>Technology acceptance model 2</td>
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<tr>
<td>TLI</td>
<td>Tucker-Lewis coefficient Index</td>
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<td>TPB</td>
<td>Theory of planned behavior</td>
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<td>TRA</td>
<td>Theory of reasoned action</td>
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<td>ULS</td>
<td>Unweighted least squares</td>
</tr>
<tr>
<td>UTAUT</td>
<td>Unified theory of acceptance and use of technology</td>
</tr>
</tbody>
</table>
CHAPTER ONE

INTRODUCTION

1.1 Background of the research

Decision is defined as a reasoned choice among alternatives and specific commitment toward specific actions, usually referred to as involvement in resources (Oyawale & Adegboyega, 2008). Individuals and organizations make decisions and these decisions differ in their importance and effectiveness on the life of the person or the organization. Routine activities require routine decisions that often are made in a short time and usually require the same resources and processes.

Strategic decision (SD) is defined as a highly important organizational choice that affects the future performance of a firm, involves multiple units of the organization, requires a large commitment of resources, and necessitates consideration of many complex issues (Harrison & Pelletier, 1995, Wheeler, 2003). Consequently, knowing how strategic decisions are made by studying their processes is pivotal in management science. This is because making decision is the ultimate function of managers especially for strategic decision makers who need to know how to make quality decisions to achieve the business objectives of the organization. According to Mintzberg, Raisinghani and Theoret. (1976), a decision-making process is a set of actions and dynamic factors that begins with identification of reaction to stimulation and ends with specific commitment towards the actions. Accordingly, understanding decision making process is essential to determine how the organization can incorporate the advanced information technology applications such as decision support systems (DSS) to enhance its strategic decisions efficiency and quality.
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224


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