

# The Impact Of Administrative Development On The Effectiveness Of Decision-Making In The Thursday Market Amsihl Cement And Building Materials Company In Libya

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## **Abstract:**

*This paper aims to examine how these three elements can affect the decision-making effectiveness within the company. Researchers suggest that human resource training can enhance managers' capabilities, while simplifying procedures can reduce administrative burdens and facilitate the decision-making process. Moreover, an effective incentive system can encourage managers to make more strategic decisions. The paper concludes that there's a positive relationship between administrative development and decision-making effectiveness, indicating that investing in training, simplifying procedures, and offering effective incentives can enhance decision-making effectiveness in companies. The results suggest that administrative development can be a powerful tool for improving managerial performance and the ability to make effective decisions, in turn enhancing the overall company performance.*

**Keywords:** Administrative development, Human resources training, Simplification of work procedures, Effective incentive system, Decision-making effectiveness, Thursday Market Amsihl Cement and Building Materials Company, Libya

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## **I. Introduction**

Today, the world is witnessing rapid challenges and developments in all fields and on various levels. In the light of these global contemporary changes and challenges, all production, service, and commercial organizations in both the private and public sectors need to make effective and rational decisions. This can be achieved by enhancing the abilities of managers to diagnose and analyze problems, use scientific methods in decision-making, study and analyze the surrounding environment, develop and nurture the behaviors and attitudes of administrative leaders, reform organizational structures, simplify work procedures, and do so through administrative development programs. Administrative development plays a significant role in the advancement of organizations and societies worldwide, as well as in achieving sustainable development. Administrative development is a comprehensive civilizational process focusing on profound and advanced self-capacities, primarily centering on leadership skills development, as they are fundamental to any institution's progress. Hence, administrative development serves as the foundation upon which all development management projects, plans, and objectives stand. Through administrative development programs, managerial leadership skills can be enhanced, ensuring continuous nurturing of these administrative leaders in their roles, particularly to cope with environmental changes surrounding the institution. Administrative development is not only vital as the executive tool for service and industrial development programs but also as a complement to the comprehensive development efforts within societies. It is unreasonable to have political or economic development without administrative development. This doesn't imply that focus on administrative development will cease once comprehensive development is achieved within a specific timeframe. Instead, its importance continually increases to keep up with global advancements.

Effective and rational decision-making is the primary concern for all managers across productive, service, and commercial institutions. Effective decision-making requires timely and appropriately-placed information, team spirit, participatory decision-making, and available leadership skills in all organizations, as well as studying and analyzing internal and external environments. Many studies have emphasized the importance of administrative development in improving decision-making effectiveness due to its role in enhancing managers' skills, giving them expertise in administration and decision-making, especially in the Libyan environment. For instance, Abu Shaqeer's 2018 study indicated a relationship between administrative development and decision-making and recommended the establishment of an administrative unit dedicated to tracking administrative development programs. Similarly, Ratiba's 2019 and Reda's 2020 studies affirmed that

administrative development is essential for developmental progress in various economic and social fields. Emhamed's 2016 study explored the impact of designing and implementing administrative development programs on decision-making effectiveness and recommended increased focus on these programs, with an emphasis on enhancing managerial skills. Furthermore, Barasi's 2015 study highlighted a strong correlation between the areas of administrative development and the effectiveness of administrative decisions, while Al-Shahri's 2015 study emphasized the importance of leadership skills, suggesting that their deficiency implies managers' inability to perform their duties adequately.

The effectiveness of decision-making within an organization is a decisive determinant of its success. Especially in the cement and building materials industry, timely effective decisions can significantly impact productivity, cost-effectiveness, and overall organizational performance. Despite their importance, a common problem faced by organizations like the Thursday Market Company for Cement and Building Materials in Libya is the lack of systematic administrative development and the potential underutilization of managerial skills in decision-making processes (Abubakar et al., 2019). According to an interview dated 28/02/2022 by the Libyan General Press Authority with Mr. Mohammed Abulqasim Dweila, the Head of Marketing at the National Cement Company, the company covers 40% of the Libyan market. The Libyan market is vast and witnessing unprecedented growth. Currently, the company does not have the capacity to fully cover the market with a target of 400,000 tons, producing only 300,000 tons, thus it cannot fully saturate the market. The company also faces a cost-effectiveness problem. Prices have increased over the past years. The rise is due to the exchange rate as the factory was subsidized by the Central Bank at a low exchange rate. Packaged cement was sold for less than its capital cost. Specifically, a quintal, equivalent to two bags of cement, had a cost price of 14 dinars but was sold for 8 dinars due to state subsidies. Thus, prices were raised to align with ongoing operations. The solution lies in either increasing the price or shutting down the factory. The new price is 19 dinars per quintal, with the current cost being 17 dinars. This price difference gives the company a mere profit margin of one dinar per quintal, which is minimal and not aligned with long-term development plans.

The problem arises due to limited human resource training, complex work procedures, and an ineffective incentive system. These factors might hinder the application and development of managerial skills, subsequently affecting the organization's decision-making effectiveness. There is a gap in literature concerning the specific interaction between administrative development, managerial skills, and decision-making effectiveness in the Libyan context of the cement and building materials industry. Addressing this issue might improve decision-making processes, potentially enhancing the company's performance and productivity (Duan, Edwards, & Dwivedi, 2019).

### **Administrative development**

Administrative development is considered the apparatus responsible for administrative success in various public and private entities and organizations. This is through its fundamental role, which determines the success or failure of the organization, by engaging administrative entities in achieving political and economic objectives that align with the surrounding environmental conditions. Thus, administrative development cannot be viewed in isolation; it must be seen in conjunction with economic, political, and cultural development to achieve comprehensive and sustainable growth. Through administrative development programs, there is a structured development, modernization, and reform in entities and organizations that precede development plans. It represents the scientific basis upon which development management programs, plans, and objectives stand (Ming et al., 2021). Administrative development is one of the crucial aspects of organizational growth and development, acting as a catalyst for efficiency and competitiveness (Androniceanu, 2021). It involves a set of processes, such as human resources training, simplifying work procedures, and establishing effective incentive systems, all contributing to creating a more efficient, effective, and adaptable administrative structure (Batalli & Pepaj, 2018). Human resources training is a particularly significant aspect of administrative development. It equips the workforce with the necessary knowledge, skills, and attitudes for their roles, thereby enhancing their performance and, consequently, organizational productivity (Park et al., 2020). Simplifying work procedures, another primary administrative development process, helps eliminate redundancies and bottlenecks in workflows, leading to improved efficiency and effectiveness (Battaglio Jr et al., 2019). The third crucial element in administrative development, effective incentive systems, motivates employees to perform at their best and align their efforts with organizational objectives (Waldman et al., 2019). These incentives can take various forms, including financial rewards, professional development opportunities, and recognition, among others. In the Libyan context, the cement and building materials industry, represented by the Thursday Market Company, faces unique challenges that make administrative development more vital. Amid external pressures, such as political instability, economic fluctuations, and intense market competition, internal administrative efficiency can be a significant competitive advantage (Maung, 2020).

### **Concept of Administrative development**

The current study views administrative development as: a planned, comprehensive, and continuous process concerned with making adjustments to all the components of the organization – human, material, legal, informational, and organizational – in the light of studying and analyzing the surrounding environment over a specific period of time to provide goods and services to all segments of society and to contribute to it. There are many definitions of administrative development, among these definitions is that it is: the activities and processes used to exploit the available human and material resources of the organization, according to scientific methods in light of the surrounding environmental conditions. It thus serves as a business strategy that encompasses all decisions, applications, and activities that contribute to the development of systems and work procedures and the ability of its workers to adapt to changes in the environment surrounding the organization, to achieve goals as required (Melović et al., 2021).

(Y. Zhang et al., 2023) defines it as: any planned and ongoing activity aimed at developing administrative behavior and the capabilities of managers in the organization, through the experiences, knowledge, and skills they acquire from administrative development programs. These programs also aim to develop leadership skills in managers, as well as the ability to think creatively and make effective decisions. According to the previous definition, administrative development is not limited to the top management level in the organization but extends to include all other administrative levels. It specializes in developing the administrative capacities of current managers while preparing future managers to take on leadership positions in the future.

Sinnaiah et al., 2023 defines it as: a conscious and methodical process through which control over the development of administrators in the organization can be achieved to realize organizational and strategic objectives, in addition to being an attempt to improve administrative effectiveness through learning processes. Ramachandran defines it as: continuous efforts aimed at administrative and institutional development through building effective organizational structures, developing organizational behavior, simplifying work procedures and systems, and improving material working conditions. Thus, it helps in developing the managerial, leadership, administrative, and human skills of managers to perform tasks in a better way comprehensive development (Ramachandran et al., 2023).

### **Administrative development elements**

There are numerous elements that make up administrative development, beginning with beliefs, proceeding through laws, regulations, organizational structures, organizational climate, and ending with the development of human resources, as detailed below:

- 1- **Belief System:** This refers to the values prevalent in society, representing what the community members believe in terms of values, beliefs, interactions, and behaviors. Additionally, there's an emphasis on the importance of adhering to these beliefs, implementing their principles, embodying their values and ethics, and reflecting the impacts of their application on the behavior of individuals and the society at large. There's a high level of desire and faith among individuals working in administrative bodies. This includes a genuine desire from top leadership about the necessity of sincere and constructive work in accordance with the noble Islamic morals and values.
- 2- **Development of Laws and Regulations:** This is a fundamental prerequisite for achieving administrative development. It's imperative to study and review the current laws and regulations governing administrative processes to ensure their relevance and ability to achieve intended objectives. It's also essential to update and revise whatever modification needs, and to establish new systems that align with current conditions and changes so as not to hinder the successful administrative development efforts. Revisiting laws and legislations with an aim to amend or change them to be in sync with the course of development should be done cautiously to reach enhanced performance of administrative entities, elevating their competence and effectiveness (AbuShaqa, 2018, p. 17).
- 3- **Creating the Suitable Organizational Climate:** The competence of a manager is not merely based on possessing administrative skills, but also on his ability to influence and interact with others both within and outside the organization. Factors that facilitate this interaction include the organizational nature and its prevailing atmosphere. Its contribution to the establishment of an effective communication system, information exchange, and making wise decisions without conflicts or sensitivities between the manager and the administration and employees is vital. (Canonico et al., 2022).
- 4- **Development of Organizational Structures and Procedures:** The growth and evolution of the administrative organization implies an increase in its size and its administrative operations, as well as an increase in the number of its employees. This necessitates consideration of the size of the organizational structure so that it aligns with these parameters, ensuring that it does not become a hindrance to the organization's development and enhancement. Continuous scientific studies must be conducted to ascertain the suitability of the organizational structure or update it if necessary. It's crucial to consider the number of administrative

levels resulting from the organization's growth, so they don't obstruct development efforts. Additionally, efforts should be made to simplify procedures and prioritize speed in execution so that increased size doesn't result in higher costs. The integration of advanced technology is essential to ensure the efficiency and effectiveness of administrative operations, organizational relations, and the development of skills of those working in this field (Badi et al., 2022)

- 5- Human Resources Development: Achieving administrative development depends on the availability of competent human capabilities, including leadership and subordinates, who possess scientific qualifications and diverse skills. They also have high abilities in leadership and decision-making. Hence, it is essential to adopt objective employment policies. Competent human elements require continuous training to hone their skills and keep up with the latest developments. They also need the application of good incentive systems, a fair performance evaluation, and consideration for achieving justice and job stability. Organized training aimed at enhancing an individual's ability to apply modern administrative principles and concepts in practical situations that contribute to achieving optimal administrative development (Azmat et al., 2022). As for developing the skills of managers, this can be achieved through: the ability to clearly accomplish goals, select appropriate alternatives, make wise and effective decisions in a timely manner, integrate and evaluate the goals of employees with those of the organization, and guide the behavior of subordinates to achieve the organization's goals competently and effectively (Yao et al., 2021).

## **II. Decision making**

Decision-making is a conscious and crucial choice. When a manager prefers one option over another, they thereby arrive at a specific conclusion and designate a specific course of action among several available alternatives. The purpose of making a decision is to select the best alternative in terms of its ability to achieve the most desired results and the fewest undesired outcomes. An effective manager is distinguished by their ability to make decisions at the right time (Leung et al., 2023).

Decision-making is a fundamental process in any organization, affecting all its aspects, from strategic planning to daily operations (Duan, Edwards, & Dwivedi, 2019). The effectiveness of this process is a critical determinant of institutional success and sustainability. It depends on several factors, such as the skills of the decision-makers, available information, and existing structures and systems that facilitate decision-making (Luan, Reb, & Gigerenzer, 2019). In the context of the cement and construction materials industry, effective decision-making takes on increasing importance. The highly competitive nature of this sector and the inherent intricacies in its processes require informed, timely, and efficient decisions. However, achieving decision efficiency in this industry, especially in the Libyan context, is hindered by administrative-level challenges. This includes limited human resources training, complex work procedures, and ineffective incentive systems. The pivotal role of managerial skills in the decision-making process is well documented in literature. These skills can be honed through administrative development interventions, thereby indirectly enhancing the effectiveness of decision-making. The interaction between administrative development, managerial skills, and decision-making efficiency remains an unexplored area, especially in the Libyan cement and construction materials industry.

### **The concept of effective decision-making**

The decision-making process is considered one of the fundamental processes in managing any organization; In fact, it is the essence of the administrative process. This is because, through decision-making, an organization achieves its goals. The decision-making process is seen as the driver of human resources efforts since it relates to all elements, activities, and functions of the organization (Klein et al., 2023). (Hareem) believes that decision-making is an intellectual and objective act that seeks to select the most suitable alternative or solution from several options available before the decision-maker. This is done by comparing these options and choosing the best among them (Kambur & Yildirim, 2023).

Meanwhile, (Gerald and Robert) defined decision-making as: the selection of the best available alternatives after studying the expected results of each alternative, evaluating their impact on achieving the desired goals, and then choosing the best and most appropriate of these alternatives accordingly to the nature of the situation (Ifthikhar et al., 2023). Decision-making can also be defined as: the essence of the administrative process, which means managing, practicing administrative functions, and the organization's roles. Every administrative process and every decision involves gathering information, seeking alternatives, and choosing from among those alternatives to end up with a sound, acceptable, appropriate decision that achieves the goal. The Arab management scholar, Ali Abdel Wahab, provided a definition for decision-making as: a mental process in which logical thinking steps are exercised, summarized as having a goal to be achieved or a problem to be solved, or there is information about the goal or problem, and the decision-maker, in turn, analyzes them to arrive at certain alternatives and choose the best one (Conte & Siano, 2023)..

### **Effectiveness of decision making**

Finding a theory that organizations can rely on to be effective is complicated due to the inherent complexity of organizations. This has led to numerous differences of opinion regarding the concept of effectiveness, its indicators, and its measurement. The complexity may stem from the difficulty in identifying phenomena surrounding organizational effectiveness.

Effectiveness means the ability to achieve goals regardless of the resources used. It represents the relationship between set goals and achieved goals (Yao et al., 2021). Effectiveness is also defined as an organization's ability to achieve desired goals. It signifies how close an organization is to its goals; the closer an organization is to achieve its goals, the closer it is to being effective. Given the importance of effectiveness in the life of organizations, due to significant advancements and fierce competition for survival and continuity, many researchers and stakeholders have sought to emphasize effectiveness in relation to the ends or goals to be achieved (Wang, 2021).

Decision-making effectiveness is the process of selecting the most suitable alternative among the available ones to achieve predefined goals effectively, i.e., achieving the goals at the least cost. This includes appropriate timing for making the decision, ease of decision implementation, and acceptance of the decision by employees (Soares et al., 2021). Al-Qadi (2006, p. 264) defines decision-making effectiveness as making decisions characterized by high quality and high acceptance by employees. Quality relates to the technical aspects of the decision, including criteria of accuracy, costs, safety, legal procedures, regulations, and other technical standards measuring the decision's quality and effectiveness. Acceptance pertains to behavioral and human aspects, encompassing the employees' conviction, satisfaction, and genuine desire to execute for achieving the desired goals. Meanwhile, Faraj believes that an effective decision is one made with a holistic view of the organization and its environment, not merely based on a short-sighted perspective of a temporary problem. This requires the manager to balance the risks that may arise from making the decision and the expected benefits of its implementation. An effective decision is one made based on calculated risks, not on impromptu risks (Siti-Nabiha et al., 2021)

Effective decision-making is a decision that takes the form of action. It is not a decision on paper, but rather a decision that has a strong and substantial impact, affecting the organization as a whole. An effective manager does not make many small decisions but focuses on making fewer, larger decisions (Sing et al., 2021). Effective decision-making is defined as a decision made at the highest level of intellectual understanding, based on clear and precise information and data that are confirmed and comprehensive. Such decisions are linked to the surrounding environment of the organization and include considerations for the tools used in processing, analyzing, and disseminating information from its sources to decision-makers. It can be said that effective decision-making is based on the correct and conscious selection of the most suitable alternative among several available options for addressing the problem or situation at hand. This means choosing the most appropriate and highest quality alternative that is acceptable to those concerned with its implementation. To make a decision more effective, the following elements should be taken into consideration: the degree of risk, cost, timing of the decision, information on the subject of the decision, in addition to the competence of human resources (Secundo et al., 2021).

### **Characteristics of Effective Decision-Making: For a decision to be effective, a set of characteristics must be present as defined by (Secundo et al., 2021) as follows:**

- a- Consideration of the scientific method steps in making the decision.
- b- Study and analysis of the internal and external organization environment.
- c- Ensuring the participation of employees in decision-making.
- d- Utilizing modern methods and techniques when making the decision through computerizing administrative information.
- e- Taking into account the legitimacy of the decision.
- f- Determining the appropriate time to make and execute the decision.

### **III. Contingency theory**

The Contingency Theory, as initially proposed by Fiedler (1967) and further developed by Donaldson (2001), is particularly relevant to the objectives of this study because it emphasizes the importance of aligning organizational structure and management style with the specific characteristics of each organizational situation (Fiedler, 1967). Fiedler's contingency model underscores the significance of effective leadership, which depends on the leader's style and situational control. Therefore, the theory supports this study's hypothesis that managerial development, through human resource training and administrative skills development, can significantly impact decision-making effectiveness.

The Contingency Theory posits that organizational effectiveness depends on the ability to align management styles and organizational structure with situational requirements. When applied to the primary

variable, managerial development - encompassing human resource training, simplifying work procedures, and effective incentive systems - becomes a pivotal foundation for building necessary administrative skills. Training equips managers with crucial competencies and knowledge to perform their roles effectively. Simplified work procedures allow managers to boost their efficiency by reducing complexity and providing more space to focus on strategic decisions. Incentive systems act as motivational drivers, inspiring managers to continuously hone and enhance their skills.

Furthermore, the Contingency Theory aids in understanding the relationship between administrative skills and decision effectiveness. In this context, the theory suggests that decision effectiveness is not absolute; it's contingent upon various factors, including the managerial skills in play. Managers equipped with superior skills – a result of robust managerial development – are better positioned to understand complexities and nuances in situations, thus making more effective decisions. Such skills include, but are not limited to, problem-solving abilities, critical thinking, strategic planning, and communication skills. Hence, managerial development, by enhancing administrative skills, has a mediating effect, potentially leading to more effective decision-making within the organization. Therefore, the Contingency Theory provides a comprehensive understanding of the study's objectives by clarifying how managerial development can influence decision effectiveness through administrative skills development.

The dimension of "simplifying work procedures," a facet of managerial development addressed in this study, aligns with Lawrence & Lorsch's (1967) extension of the Contingency Theory, which advocated for refining the organizational structure and control systems to match environmental conditions. Specifically, they suggested that more complex environments benefit from flexible, organic structures, which might entail simplifying work procedures. The "effective incentive system" as an aspect of managerial development is also supported by the Contingency Theory, considering incentives as tools to adapt to specific environmental conditions and enhance decision-making effectiveness. The Contingency Theory provides a theoretical foundation for studying the role of managerial development in decision effectiveness, administrative skills development, and the potential mediating role of administrative skills in the relationship between managerial development and decision effectiveness, in the context of 'Thursday Market Cement and Building' Materials Company' in Libya.

#### **IV. Previous studies**

1 -Study (Abu Samra, 2019), titled: The role of strategic leadership in developing the administrative skills of the employees of the Palestinian Ministry of Labor.

The study aimed to identify the role that strategic leadership plays in developing administrative skills, and to determine the nature and strength of the relationship between strategic leadership with its six dimensions and the development of administrative skills from the perspective of employees in the Palestinian Ministry of Labor in the southern provinces. The study's problem was formulated in the following main question: What is the role of strategic leadership in developing the administrative skills of employees in the Palestinian Ministry of Labor? The analytical descriptive approach was followed. The study's importance lay in revealing the role of strategic leadership in developing administrative skills in one of the Palestinian ministries, providing leaders and officials in the Palestinian ministries with information about strategic leadership and its role in developing administrative skills. The study relied on a questionnaire as the primary tool for collecting the required data, with a simple random sample chosen. The study arrived at a set of results, including: the level of strategic leadership from the perspective of employees in the Palestinian Ministry of Labor was average, and the skill level of the employees was high. There's a statistically significant relationship between the combined six dimensions of strategic leadership and the development of administrative skills among employees in the Palestinian Ministry of Labor. The study recommended the following: Enhancing the practices of strategic leadership in the ministry through training courses, specialized conferences, giving more attention to its application, working on preparing future leaders and training them, and assigning roles to employees with high annual evaluations in strategic roles, considering them as future leaders.

Study of Abu Shaqir (2018), titled: The reality of administrative development and its relationship with the decision-making process in health institutions, a case study of medical complexes in the Gaza Strip.

The study aimed to identify the reality of administrative development and its relationship with the decision-making process in health institutions in the Gaza Strip, Palestine. The study's problem was formulated as follows: What is the reality of administrative development? And what is its relationship with the decision-making process in health institutions? The analytical descriptive approach was followed, and a questionnaire was used as the main tool for data collection. The study sample was a two-layered cluster sample. The study's importance revolved around shedding light on two significant contemporary topics: administrative development and the decision-making process. This study is the first of its kind to address this topic, and it can be considered a starting point by guiding researchers to conduct new studies in the field of health institutions. The most important results of the study indicated that the sample members moderately agreed on the presence of

administrative development in health institutions in the Gaza Strip and the decision-making process to a moderate degree. Additionally, there was a statistically significant relationship between administrative development and decision-making and the impact of administrative development on decision-making in health institutions in the Gaza Strip. The study recommended the following: Establishing a specialized administrative unit concerned with monitoring activities and procedures related to administrative development, working to elevate its level in the Ministry of Health, motivating and training workers to enhance their abilities and skills in participating in decision-making, and harnessing all available human, material, and intellectual resources to support development efforts in health institutions

Study of Hudakova & Others (2019), titled: The importance of risk assessment in the decision-making process for managers.

The study aimed to evaluate risks during the decision-making process among managers in small and medium projects, especially concerning environmental conditions and the subject's activity (the manager's personality). The study also sought to direct managers' attention to deal with risks during the decision-making process and to offer suggestions to reduce the risks associated with the decision-making process. This was based on the individual experience of the authors who deal with this field and the research conducted at Zilina University in Slovakia and abroad. The study followed the analytical descriptive approach and collected data through personal interviews with a random sample of writers and researchers related to the study topic from Zilina University. The study concluded that incorrect goal-setting, incorrect situation assessment, underestimating the importance of monitoring and developing important indicators, and an inadequate response to changes in the surrounding environment are among the most common mistakes during the decision-making process. Managers' decisions affect the efficiency, quality, economy, and overall success of every organization. Underestimating the importance of the analytical phase can lead to an incorrect assessment of the problem, subsequently negatively impacting the proposed solutions. The study recommended the following: It is essential to give more importance to risk assessment in the decision-making process due to the nature and personality of managers. Managers should evaluate risks in their decision-making process and make efforts to make such decisions that reflect the basic conditions and environmental developments to reach more effective decisions..

Study of Duan et al. (2019): entitled: Artificial intelligence for decision making in the era of Big Data – evolution, challenges and research agenda

The study aims to identify the challenges associated with the use and impact of reactivated Artificial Intelligence (AI) systems in decision-making, and to offer a set of research suggestions for Information Systems (IS) researchers. This goal constitutes a significant contribution to the current body of knowledge because, despite the existence of AI for over six decades, it has recently seen a resurgence thanks to advances in computational power and big data technologies. Understanding the opportunities and challenges in this new era of AI is of paramount importance for both companies and researchers. The methodology of the study consists of a literature review and analysis. The paper begins by looking at the history of AI through related papers published in the International Journal of Information Management (IJIM). It then delves into the role of AI in decision-making, paying special attention to issues surrounding the interaction and integration of AI to either support or replace human decision-makers. The problem addressed by the study is twofold. First, it tackles the broad issue of understanding the best way to use reactivated AI in decision-making. Second, it grapples with a more specific problem concerning how AI interacts with or replaces decision-makers. The main outcomes of this study are the twelve research suggestions presented by the authors for IS researchers. Based on these findings, one of the primary recommendations for state organization researchers is to focus their investigations on these twelve suggestions to enhance understanding of the role of AI in the decision-making process. Moreover, companies and institutions are advised to consider these areas when planning and implementing AI systems for decision-making.

Study of Madi et al., (2018) titled: The dominant pattern of leadership and Its Relation to the Extent of Participation of Administrative Staff in Decision-Making in Palestinian Universities.

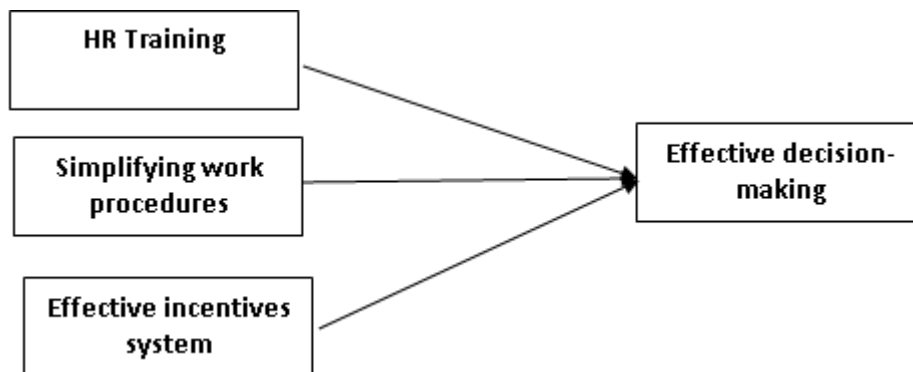
The study seeks to identify the predominant leadership style in Palestinian universities, specifically Al-Azhar University and Al-Aqsa University, and its relation to the extent of participation of the administrative staff in decision-making. The significance of this study stems from its ability to elucidate factors that influence decision-making styles and leadership in academic institutions, which can have a significant impact on their operational efficiency and overall performance. The researchers used a stratified sampling method for this study, surveying a sample of 176 individuals, achieving a response rate of 85.79%. This methodology provides a comprehensive and representative insight into the research problem across various levels and departments within the universities. The study's central issue revolves around understanding the prevailing leadership styles in these Palestinian universities and how they influence the level of participation of the administrative staff in decision-making processes. This is of paramount importance because effective decision-making and leadership

are two fundamental elements for the successful operation of any institution. The main findings of the study include: a moderate level of satisfaction (65.71%) among administrative employees with the prevailing leadership style; an average level of employee participation in decision-making (61.38%); and a direct relationship between the dominant leadership style and the extent of the decision-maker's participation. Notably, the study did not find differences in perceptions of leadership style or participation in decision-making based on gender, age, years of service, or job level. However, it did find differences based on educational qualification and the university where individuals work, with Al-Azhar University showing.. Positive results. Based on these findings, the study recommends that university administrations pay more attention to enhancing good leadership style that boosts performance and encourages employee participation in decision-making. The study also suggests continuous performance improvement, promoting periodic performance evaluation, problem-solving, and fostering democratic leadership styles. Empowering university employees is also considered of utmost importance, indicating that employee participation can significantly enhance institutional performance.

### V. Proposed study model

Administrative development is one of the main variables affecting the quality and effectiveness of decision-making. According to a report published in 2019, companies that invest in administrative development exhibit a higher ability to make strategic and well-thought-out decisions (Martin & Hassan, 2019). Human resources training: As highlighted by a study by Clarke et al. (2020), effective training can enhance managers' capabilities and improve the quality of decisions they make. Simplifying work procedures: Streamlined procedures reduce complexities and allow for faster decision-making, contributing to the effectiveness of the decisions made (Ahmed & Al-Farisi, 2018). An effective incentive system: Incentives play a vital role in motivating managers to make more strategic decisions, as confirmed in a report by Rodriguez et al. (2021). Effective decision-making is a direct result of applying the best administrative practices. Recent research shows that companies that harness administrative development achieve better results in the market (Lee & Kim, 2020).

Based on what has been mentioned, the current research suggests the study model illustrated in the following figure. Figure number (1) shows the developed study model.



**Figure (1): Study model**

### VI. Conclusion

This paper revolves around studying the relationship between administrative development and the effectiveness of decision-making in the “Suq Al-Khamis Emsihel Cement and Building Materials Company” in Libya. The paper examines administrative development as an independent variable, consisting of three dimensions: human resources training, simplifying work procedures, and an effective incentive system. The paper aims to examine how these three elements can impact the decision-making effectiveness within the company. The researchers suggest that human resource training can enhance the capabilities of managers, while simplifying procedures can reduce administrative burdens and facilitate the decision-making process. Additionally, an effective incentive system can encourage managers to make more strategic decisions.

In the managerial context of companies, decision-making is considered one of the fundamental factors that influence a company's success or failure. The study conducted at the “Suq Al-Khamis Emsihel” company in Libya focused on the role of administrative development and how this development can help improve and enhance the effectiveness of decision-making. To achieve this aim, administrative development was divided into three main dimensions:

**Human Resources Training:** This aspect of administrative development is of particular importance. Developing human resources and providing appropriate training is essential to ensure their full understanding of job requirements and how to actively participate in the decision-making process.

**Simplifying Work Procedures:** This refers to streamlining the systems and procedures in the company,



making the decision-making process faster and more effective. In other words, the aim is to reduce complications that might hinder managers when making crucial decisions.

**Effective Incentive System:** This involves using reward and encouragement systems to motivate employees and managers to perform better and make correct and strategic decisions.

After analysis and evaluation, the study concluded that there is a positive relationship between these three elements and the effectiveness of decision-making. This means that attention and investment in administrative development can yield tangible results in improving the quality of the company's decisions. The paper found a positive relationship between administrative development and decision-making effectiveness, indicating that investing in training, simplifying procedures, and offering effective incentives can enhance decision-making effectiveness in companies. The results suggest that administrative development can be a powerful tool to improve managerial performance and the ability to make effective decisions, which in turn enhances the company's overall performance.

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