



College of Business Administration

Master Dissertation

The Impact of Decision Making on Social Expectation: A Case Study from
Oman

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Acknowledgment

I acknowledge that the source of the scientific content of this dissertation has been determined and that is not provided for any other degree, and that it reflects the opinions of the researcher, which are not necessarily adopted by the donor.

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Dedication - thanks and appreciation:

The Almighty said (And whosoever is thankful, he is only thankful for himself)

And His Noble Messenger said (He who does not thank, people do not thank God Almighty)

Oh God, praise be to you and thank you to the heavens and the earth for what you have honored me with in completing this study, which I hope you will be pleased with.

Then I would like to extend my thanks and appreciation to:

Dr. Abdul Hakim Mohamed, may God preserve him and prolong his life, for his kindness in supervising this study and providing advice and guidance until the completion of this study.

Honorable members of the discussion committee: Dr. Saeed is an external debater, Dr. Fadi Abdull Fattah is an internal debater, and Dr. Mohammed Basher is an internal debater, may God preserve them, for their kindness to discuss this study.

To my parents and all members of my family, may God preserve them and prolong their lives for their advice and encouragement.

Researcher

Suleiman Rashid AL Salmi

Abstract

Introduction

Purpose: It is common for all departments to strive to satisfy their customers or their clients by providing them with high quality services that take into account a number of important variables.

The success of the office is measured by the extent to which the decision-making affects social expectations.

Design and Methodology: The dynamic relationship between social decisions and expectations reflects a long relationship with each other dependent on the social interaction. The reliability of successful decisions is important and their success certainly stems from the successes of management, as well as many other relevant factors, from clients' confidence and testimony that it has actually fulfilled their various needs. The operational planning standard plays a major role in this regard, as it lays out a clear plan for management as well as the type of roadmap it provides to clients to see how a particular office will operate throughout the year. This current research study aims to examine the impact of decision-making on social expectations in the office of the Minister of State and Governor of Muscat. In other words, it will seek to show the close relationship between the impact of the decisions of the Office of the Minister of State and the Governor of Muscat and the expectations of society regarding those decisions. The subject matter derives its originality from the value it adds to the imperative to understand decisions in any section. It also stems from giving the reader free access to know how the Muscat Governor's office operates transparently and effectively as well regarding the needs of the Omani people.

Results: this study confirms that if the management of Muscat Governor's office to properly satisfy its clients, they need to take into considerations the historical context, justice, consultation, and decisions factors and understand them properly in order to make sounding decisions. In other words, those factors will surely facilitate dealing with different people with different backgrounds.

Keywords: Governor of Muscat, Decision-making, Social Expectations, Oman, Office of the Minister of State, consultation, Justice.

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List of abbreviation

Abbreviation	Explanation
SMEs	Small and Medium enterprises
FI	Financial Instruments
EJ	Environmental Justice
BE	Political Ecology

Chapter One:

Introduction

1.1 Background

Long before modern critics tackle the social expectations in relation to decision making, Ibn Khaldun, the historian and founding father of sociology, relevantly expanded upon how intertwined the relationship between stability, probably longevity, and justice is (Fromherz, 2010). It may be odd to view the decision-making and social expectation through the justice-stability notions. However when considering justice as the vehicle for stability and therefore longevity the approach becomes deployable. When justice is established, social stability and economic growth tend to widespread. Decision making in this sense and in all its aspects be it political economic or even social, so it is dependent on the extent to things that are unjust; the extent to which approaches and practices are incorrect. In his timeless piece of philosophy *The Prolegomena*, this historian examines thoroughly the relationship between justice and other spheres of life namely economy, society, and growth in general (Zatari, 2019). The duality that opposes the notion of justice to that of corruption reflects well the social expectation in relation to decision-making, in other words the decision made in accordance with the mass expectations and with reference to its anticipations. The cause-effect relationship manifests in satisfying the social hopes. The effect for justice is the main cause for stability where the social satisfaction is achieved when the mass good expectations are met, so when the people achieved the high mark of satisfaction that means they have got justice in their society. Put it simply, the society ruined when the decision made excludes justice, because Justice is the cornerstone of belief in the hereafter, so it is the goal of supreme divine legislation, And the philosophy of heavenly missions and divine missions , also it is one of the conditions for addressing the executive responsibility in societies. Justice is the moral and social responsibilities of the human being who seeks to build himself, build history and build a civilized society that looks to the future. The Impacts are sensitively harsh when the social hope is betrayed by any wrong decision. On the other hand, right decisions tend to be positively influential in relation to the social welfare and behavior. These were the thoughts and ideas of Ibn Khaldun, which obviously raise particular similarities and parallels that make today's common roots for both the East and the West (Kayapinar, 2019).

Nowadays, globalization has made it compulsory for people from different countries, usually with similar or different cultures to work together. Where misunderstandings are likely to happen, so researchers have worked to overcome this issue and to solve it. Studies are conducted with the aim to reach a common mutual understanding and framework within the many opposite ideas, which form in the different cultures around the world. According to Basanes (2016), cultures, similar or different ones revolve around three main blocks of values: honor, achievement and joy. While honor is more into politics, achievement and joy are into the everlasting economy-society interaction. Politics, economy, and society: three major intertwined spheres of life that reflect their cause-effect relationship. That is, and in almost all cultures, the social joy is the result of a political decision culminated in economic

deeds. The social unease is hence a key performance indicator to measure the incorrectness of the decisions made at the level of politics and economy. Geert Hofstede is another famous critic to examine the cultural dimensions issue where six essential dimensions are outlined: Power Distance, Individualism/Collectivism, Masculinity/Femininity, Uncertainty Avoidance, Long-term/Short-term Orientation and Restraint/Indulgence (Lanier et al., 2018). Based on such a theory, further studies are conducted to understand the relationships between cultures and behaviors.

1.2 Problem statement:

The issue which is presented in this research study is the relationship between the decision making and social expectations. The research is meant to examine the impacts of the decision making on social expectations. We usually see politicians working hard to legislate new laws in order to consider the economic growth in society seriously. The economic deals and practises would usually reflect the social interactions where the mass appears as satisfied or dissatisfied. To that extent, when laws are appropriate, economic policies are successful, and implementations are correct the social expectation is positive. However, when cultures prove to outline corrupt and unjust practises, the social expectation is negative, thus affecting the behavior of the mass in relation to all the country's formal and informal institutions.

Adapting the theory of planned behaviour to the area of financial decisions among SMEs, we argue that nonfinancial factors such as SME owner-manager attitudes, subjective norms, perceived behavioural control and behavioural intentions largely affect the financial decisions of SMEs. A hierarchical multiple regression with a sample size of 385 SMEs supports this study's behavioural approach to understanding financing decisions. While the factors mentioned above acted as stimuli for SME decision-making, religiosity was shown to negatively affect behavioural intention to adopt financial instruments (FI). Implications of financial decisions, specifically around finance and ideas for future research, are discussed

1.3 Research Questions:

The research study questions include, but are not limited to the following:

- Do justice, historical context, and public consultation influence decision making? (H1,H2,H3)
- Does the decision made are in-line with people's expectations? (H4)

1.4 Research objectives:

The research study objectives include, but are not limited to the following:

- The historical context, justice and consultation are positively impact decision making.
- The decisions made are in-line with the people expectations.

1.4 Significance of the Study:

This research study has a very big significance in two senses. On the one hand, it is yet another attempt to enrich the related existing research field. On the other hand, it is useful to understand the relationship between stability and the universal value of justice. It is a good stance to view how the social expectation can direct the political as well as the economic decisions while the latter, shaped in a particular context, may positively or negatively influence the mass within society.

1.6 Conclusion

In this chapter gave an introduction about study is the relationship between the decision-making and social expectations. The research is meant to examine the impacts of the decision-making on social expectations. We usually see politicians working hard to legislate new laws in order to consider the economic growth in society seriously. The decision-making and social expectation viewed through the justice-stability notions. However, when considering justice as the vehicle for stability and therefore longevity the approach becomes deployable. When justice is established, social stability and economic growth tend to widespread. Decision making in this sense and in all its aspects be it political economic or even social, so it is dependent on the extent to things that are unjust; the extent to which approaches and practices are incorrect. This study is directed to analyze the impact of the relationship between the decision-making and social expectations in the Sultanate of Oman, and there are three main themes were developed. The Next chapter is literature review.

This dissertation Thesis structure as follows:

Chapter One: Introduction

Chapter Two: Literature review

Chapter Three: Methodology

Chapter Four: Data Analysis

Chapter Five: Conclusion

Chapter Two:

Literature Review

2.1 Introduction

Literature research is one of the most inexpensive method used for discovering a hypothesis. Literature review is a critical summary of the most important scholarly literature on a particular topic. There is tremendous amount of information available in libraries, online sources, or even commercial databases. Sources can include newspapers, magazines, books from library, documents from government agencies, specific topic related articles, literature, Annual reports, published statistics from research organizations and so on. In this chapter, I will focus on.

2.2 Justice

We usually hear that justice is not a mere theoretical concept that is to be studied for the sake of understanding it, and this claim is surely logical: justice is to be understood as a concept and properly implemented as a practice. To this sense, it becomes the tenor to satisfaction and therefore the vehicle for stability in all societies. According to Tideman (2001), the within state concerned people need to work to establish justice in order to get peace. In other words, when people in society are unjustly treated, then they will not be peaceful until they get their rights reserved, so the justice is very important in anywhere and with anyone. The idea is that it is difficult to attain peace when there are not resolved complaints. Justice, as a concept and probably program is most of the time available, but the implementation of that requires uncorrupt officials with transparent systems. Working on justice would hence mean not only working on a sort of armistice that aims at a temporary suspension of hostilities by agreement of the disagreeing parties. Justice as the alternate for equality and fairness will hence, when seriously taken care of, be the paved way to social satisfaction and stability as well. This can be done on different levels such as the economic, the social, the religious, the political ... etc. the tapestry connections is quite clear in the sense that when justice is established, people are satisfied and when they are satisfied, the decision is to likely enhance the process of satisfaction. From such connections, we see how dependent the decision is on the satisfaction degree of the mass, which is itself dependent on the extent to which justice is established.

2.3 Consultation

The relationship between satisfaction and the political decision shows how important consultation is as another variable. When consultation is raised in connection with satisfaction, one may directly think of the negative effects of exclusion in the process of the decision-making in relation to satisfaction. The idea is that while exclusion leads to dissatisfaction, due to inability to participate in all spheres of life, consultation, on the other hand, makes it possible for people to know what is going on around them, to give their opinions of various issues and to be represented in the decision-making process. It is another way of expressing belonging to all society spheres where trust is enhanced, confidence is further increased, responsibility is maintained, and ultimately satisfaction is achieved. According to Saboktakinrizi et al. (2016), “in international level, comprehensive consultation of people in social, economic, political and cultural affairs remembered as an indicator of development. Generally, public consultation recognized as a fundamental element of a desired social planning.” When grounded in a justice atmosphere, consultation yields glaring contributions where satisfaction is the main element. Participation has always been regarded as a positive element towards the correct achievement.

2.4 Historical Context

The general context where the aforementioned elements interact is another very important variable as it may give shape to the level of satisfaction. All of us know that how people are influenced by the surrounding customs, traditions and the general culture where they live. Behaviors are often tracked back to the environment which plays, together with what is genetically inherited, a crucial role in determining the extent to which people are satisfied or dissatisfied with the rules and regulations set up for people to implement. Now, if we take the historical context of a country where democracy prevails and justice is highly considered, satisfaction is likely to be the major feature. On the other hand, countries which do not respect the values of justice and transparency fail to establish justice and thus make people not happy with what is being given. The result is usually confrontations between people and the government especially when they see the decisions being passed as unjust. According to Farnham (1990), the context is to form what is known as the political cognition that is closely related to the welfare of society and therefore the social stability.

2.5 The relationship between Justice & consultation

The relationship between the notions of justice and consultation in relation to the social expectation and the political decision may seem to be quite intricate. However, a close examination of the aforementioned concepts shows how intertwined they are. People in the society expect the political

decision to be fair and justifiable and this will not happen unless the political-decision maker involves people in what is called consultation. So these elements hence look to be dependent on each other. In order for people to be happy and accept what is being decided for them in one context, they expect the political system to open the floor for them to participate in the process of the decision to be made. On the other hand, the politicians may not be able to decide properly if they do not know what will satisfy and dissatisfy the mass. In this way, one can loosely say that when opinions are taken into consideration, decisions are given proper shapes and probably further sensibility. Satisfaction would therefore manifest itself to two directions: one is with the fact that people are involved in the process through the element of consultation, and the other one is when the decision made tends to reflect their real likes and also dislikes. According to Svarstad & Benjaminsen (2020), “environmental justice (EJ) and political ecology (PE) have grown during recent decades to become leading critical approaches to socio-environmental analyses. The two fields share a history of pluralism and an openness to integrating new theoretical insights.”

2.6 The relationship between Consultation & Historical Context

It has been stated that consultation is a key concept in achieving satisfaction in the sense that the decision made politically reflects the will and likes of people. We have also confirmed that the context of the whole process is so important that we can observe the extent to which people are given the freedom to freely contribute in the endeavor of social satisfaction in relation to the political decision. So when checking the relationship between these two variables, we can loosely say that they are so intermingled that the one may be examined through the other and they can also be dependent on each other in the sense that the context can determine whether or not people are allowed to freely and probably democratically participate in the political decision proceedings. In this regard, one can argue that in some countries where dictatorship dominates people are not at all allowed to democratically express their views and critically give their opinions. They are hence politically oppressed where their voice is being continuously silenced. The result is that the politicians decide on the behalf of the people who have to accept what is being introduced to them. Dissatisfaction in such a case is likely to happen for the probable wrong decisions made for them. Consequently, if these people in such a context are ready for political and social turmoil, then chaos will prevail. Otherwise, they just keep accepting what is being done. However, when the context believes in human rights to express freely and is into a real discussion with the mass, then people may freely interact with the decision makers in order to improve decisions and attain satisfaction. Kenny (1992) has firmly stated that the context is very important to see the social and political interactions in the process of making decisions.

2.7 The relationship between Justice & Historical Context

These two variables are actually necessary to examine the relationship between the social expectation historical concept and the political decision concept. Religiously, justice has been the main value for almost all religions in the world where rulers are asked to be just in their dealings with people within their communities. Religions stress that establishing justice would definitely beget satisfaction and stability where rulers exercise free and direct interactions with the people who are being ruled. The glaring example is the early Islamic era where rulers believe in justice and work hard to establish that among people. Consequently, we have seen happy people who are proud of their both religion and ruler. Nowadays, and in addition to the religious argument, justice has become a political as well as a social value that determines stability and satisfaction in societies. However, with the emergence of the concept of corruption, this value has become greatly dependent on the context of happening. In societies where corruption is widespread, justice tends to be a fake value circulated by corrupt politicians and governors. This begets but dissatisfaction and deep wrath among people in society. However, when the historical context believes in transparency and adopts it as a main value, corruption disappears and with that pervades satisfaction for the right political decisions and practices.

2.8 Theoretical Framework:

From the given literature review, the questions related to the research, and its objectives this study attempts to show how the mentioned variables combine to make a reasonable relationship with the main focus. In other words, it strives to investigate how the outlined points, justice, consultation, and historical context play a crucial role in explaining the relationship between the decision-making and the social expectations.

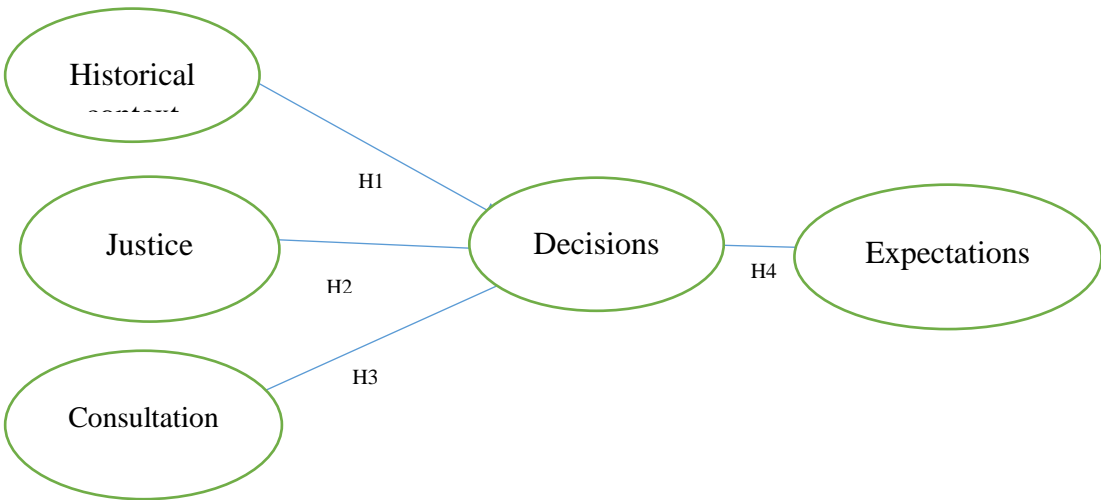


Figure (1): Theoretical framework

2.9 Research Hypotheses:

The research hypotheses are in accordance with the reference to the above theoretical framework:

Hypothesis 1: historical context positively impact decision making.

Hypothesis 2: Justice positively impacts decision making.

Hypothesis 3: consultation positively impacts decision making.

Hypothesis 4: decisions made are in-line with the people expectations.

Chapter Three:

Research Methodology

3.1 Introduction

The universe contains obscure realities. So the researcher must obligate to instruct through a learning procedure. The procedure gives numerous obscure actualities to learner so he needs to look for the new learning things. This seeking procedure can be called as essentially research (Babu, 2008).

As indicated by (Redman and Mory, 1952) examination can be characterized as systematized push to increase new learning. What's more it likewise characterized as the accompanying by Clifford Woody for example exploration contains characterizing and rethinking issues, forming theory or proposed arrangements; gathering, arranging and assessing information, making conclusions and arriving at conclusions and finally painstakingly and get the the results which is looking for.

Research methodology simply refers to the practical “how” of any given piece of research. More specifically, it is about how a researcher systematically designs a study to ensure valid and reliable results. Qualitative, quantitative and mixed-methods are different types of methodologies, distinguished by whether they focus on words, numbers or both. This is a bit of an oversimplification, but it is a good starting point for understandings. Let us take a closer look.

Research methodology is very important, so more precisely, research methods help us get a solution to any type of problems. So the study of research methodology provides us the necessary training in choosing methods, materials, scientific tools and training in techniques relevant for problem that I have chosen to study.

As indicated by (Redman and Mory, 1952) examination can be characterized as systematized push to increase new learning. What's more it likewise characterized as the accompanying by Clifford Woody for example exploration contains characterizing and rethinking issues, forming theory or proposed arrangements; gathering, arranging and assessing information, making conclusions and arriving at conclusions and finally painstakingly.

Qualitative research refers to research which focuses on collecting and analysing words (written or spoken) and textual data, whereas quantitative research focuses on measurement and testing using numerical data. Qualitative analysis can also focus on other “softer” data points, such as body language or visual elements.

It is quite common for a qualitative methodology to be used when the research aims and objectives are exploratory in nature. For example, a qualitative methodology might be used to understand peoples’ perceptions about an event that took place or a candidate running for president.

Contrasted to this, a quantitative methodology is typically used when the research aims and objectives are confirmatory in nature. For example, a quantitative methodology might be used to measure the relationship between two variables (e.g. justice and consultation) or to test a set of hypotheses.

As you have probably guessed, the mixed-method methodology attempts to combine the best of both qualitative and quantitative methodologies to integrate perspectives and create a rich picture that address the research aims and objectives.

The present research projects strives to investigate the relationship between the three main factors justice, consultation and historical context in relation to the political decision-making and the social expectations. The four hypotheses make it clear that the aforementioned factors contribute well in explaining the connection between them and the decision making process. A number of points will be considering in this research study for the methodology. They include research design, research strategies, data collection, sampling and study population, validity and reliability, questionnaire design, and findings ...etc.

The relative frequencies of the respondents’ answers to the hypothesis:

Answers were coded in order to facilitate their entry into the computer for statistical analysis using weights in table 1.

Table 1: Likert scale adopted for this research	
5-point Likert Scale	Scale
Strongly Disagree	1
Disagree	2
Natural	3
Agree	4
Strongly Agree	5

3.2 Research Method

For a good understanding of our study topic, exploratory sequential method, research was used as the best frame for our research in order to organize the data collection and analysis. Exploratory research is defined as a research used to investigate a problem, which is not clearly defined. The researchers use exploratory research to have a better understanding of the existing problem; however, it will not provide conclusive results. For such a research, a researcher starts with a general idea and uses this research as a medium to identify issues, that can be the focus for future research (<https://www.questionpro.com/blog/exploratory-research/>, Questionpro Survey Software 2021). Exploratory sequential method helps determine the best research design and data collection methods relevant to the research topic (Polit and Beck 2010).

3.3 Research Design

Quantitative research is a systematic approach to collect information by sampling methods, for instance, questionnaires, online polls and online surveys. It is gathered from both potential and existing customers and clients and depicted in terms of numerical.

Quantitative research is generally used in fields like political science, gender studies, community health, marketing, sociology, economics, psychology, demography, and education. It is objective to employ mathematical theories in relation to phenomena. The process offers a connection between mathematical expression and empirical observation.

The present study is being carried out with reference to the positivism concept. Exploratory Quantitative research to assist in shaping sensible contributions. There are numbers of the important points, which are related to the questionnaire in this regard. First and foremost is to produce comprehensive questionnaire to be filled up by the concerned people. Collecting them is yet the other point before finally analyzing them professionally. The questionnaire is to include the four hypotheses in a way that questions whether or not the three hypotheses are valid.

3.4 Data Collection

Exploratory sequential method research design was used in this research study; therefore, to investigate the domain of this research. There were 62 Workers were invited to filled survey questionnaires, distributed via Google Drive document.

The data collection point is certainly an important point in the process of the research study. Making mistakes in dealing with this concept may adversely affect the validity of the results and hence the results. For Sekaran and Bougie (2013), results can be authentic when data collection is properly conducted. They cannot be correct in case the researcher does not professionally deal with this notion. In this research study, questionnaire is essential element in the work. Their design is to be done according to the aforementioned hypotheses. In other words, they will consider the three main variables as essential ones to explain the relationships between the political decision-making and social expectations. Therefore, the data that be collected will hence be the basis of information analysis and thus results. The below information gives an idea about the nature of the questionnaire adopted and their design.

3.5 Questionnaire

Surveys are a popular method for collecting data to describe, compare, or explain knowledge, attitudes, and behavior. A **survey** is a series of questions posed to a group of subjects. **Questionnaires** are structured self-administered surveys. The most common way of distributing questionnaires is through the mail, although many research situations allow for face-to-face administration. Mailed questionnaires are economical and reach a large population in a relatively brief time. One disadvantage of using mailed questionnaires is a low return rate (fain 2009). **Questionnaires** were chosen for this research. Questionnaires are an effective method for assessment (Marquis and Huston 2012), because they are a quick and effective method to collect data from more than one respondent in a short period of time while dealing with a big number of participants (Polit and Beck 2010).

Questionnaires are generally used by researchers as the tool to get information and it should analyze in order to understand one particular phenomenon. In this regard, one can say that the good design of the questionnaire is the good way to attain reliable results (Waure et al., 2015). The questionnaire to be employed in this study aims at verifying the validity of the given hypotheses. It does contain different types of questions and statements. The mixed, the open ended, and the closed ones usually help the researcher to get authentic results (Phellas et al., 2011). In these survey questionnaires, I used close-ended question.

3.6 Questionnaire Design

In order to avoid all sorts of confusion among the targeted audience, it is necessary to mention that statements and questions ought to be clear and understandable (Hartas, 2015). The questionnaire has two parts or two sections:

- Section One: It is about information related to occupation, experience, nationality, age, gender, and other personal details.
- Section Two: This section has to do with the introduced hypotheses. They are divided into justice, consultation, and historical context. The questionnaire is passed to a number of experts for thorough checking. There were 11 question and there was different type of questions were used, however there were all close ended questions.

3.7 Questionnaire Scale

The questionnaire included two section in some question I used Likert scale. It has planned to use the Likert scale for the present research study in order to collect various responses for all the participants. Experts have stressed the scale is both reliable and authentic (Joshi et al., 2015). This will surely help attain reliable results. Various kinds of rating scales have been developed. Likert scale is one of this, it is a five (or seven) point scale which is used to allow the individual to express how much they agree or disagree with a particular statement. A Likert scale assumes that the strength/intensity of an attitude is linear, i.e. on a continuum from strongly agree to strongly disagree, and makes the assumption that attitudes can be measured. In addition to measuring statements of agreement, Likert scales can measure other variations such as frequency, quality, importance, and likelihood, etc. (McLeod, S. A. 2019).

3.8 Data Analysis

3.8.1. Questionnaire Analysis

SPSS software version 20 was used for data analysis using descriptive and inferential statistics. For this study's statistical analysis method, G*Power analysis software was used, as well as the findings from the literature review. We analyzed the outcomes by grouping the answers according to the answers of the respondents. The results from that were displayed as tables and charts. The major findings of this dissertation will be discussed in detail in the next chapter.

Descriptive Analysis is the type of analysis of data that helps describe, show or summarize data points in a constructive way such that patterns might emerge that fulfill every condition of the data. So the descriptive Analysis is one of the most important steps for conducting statistical data analysis for any type of studies.

Descriptive statistics are used to summarize measures of central tendency (mean, median, and mode) and dispersion (range, variance, standard deviation) (Fain, J.A. 2009). Descriptive techniques often include constructing tables of quantiles and means, methods of dispersion such as variance or standard deviation, and cross-tabulations or "crosstabs" that can be used to carry out many disparate hypotheses. These hypotheses often highlight differences among subgroups. Descriptive analysis can be categorized into four types, which are measures of frequency, central tendency, dispersion or variation, and position. These methods are optimal for a single variable at a time. Descriptive analysis is considered to be vaster than other quantitative methods and provide a broader picture of an event or phenomenon. It can use any number of variables or even a single number of variables to conduct a descriptive research. This type of study gives the researcher the flexibility to use both quantitative and qualitative data in order to discover the properties of the population. Researchers can use both case study, which is a qualitative analysis and correlation analysis to describe a phenomenon in its own way. Using the case studies for describing people, events, and institutions enables the researcher to understand the behavior and pattern of the concerned set to its maximum potential.

3.9 Conclusion

This chapter has outlined and justified the research methodology implemented in this dissertation and its validity. Because of the nature of the research, then I decided to use descriptive quantitative research strategy. The key research tools were questionnaire. The results were analysed with (SPSS 20 version) and G*Power analysis software was used. The major results and findings of this dissertation were discussed in the next chapter.

Chapter Four:

Data Analysis

4.1. Introduction

A synthesis of existing Industry 4.0 literature depicts that knowledge management and decision-making strategies are crucial factors for organizations. Organizational performance in its simplistic state is the realization of organizational objectives. It is important that organizations have measurable objectives as this has been found to be integral to employees' engagement and commitment toward the organization. Financial benefits, profitability and organizational learning are some ways to assess organizational performance. The burden of achieving performance within an organization lies directly on the leadership of the organization, as they are required to make and implement decision/strategies that will result in achieving the goals and objectives of the organization.

4.2 Data Analysis

Demographic data

Demographic data analysis that contains five questions, gender, age, marital status, the level of education, the place of work.

The following pie charts and bar graphs summarize the main questions asked to the visitors of Muscat Governor's office.

Figure No (2): Study Participants Gender

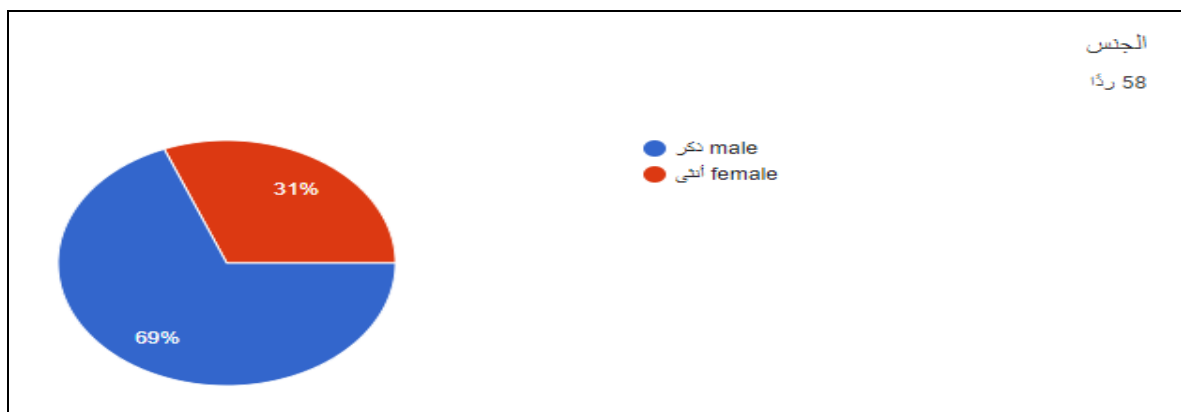


Figure No (1) the pie chart showed the percentage of the study participants' gender. Majority of the study participants were male and one third of the study respondents were female, the percentage were 69% and 31% respectively. This showed that workers are male than female workers in the business.

Figure No (3): Maternal Status

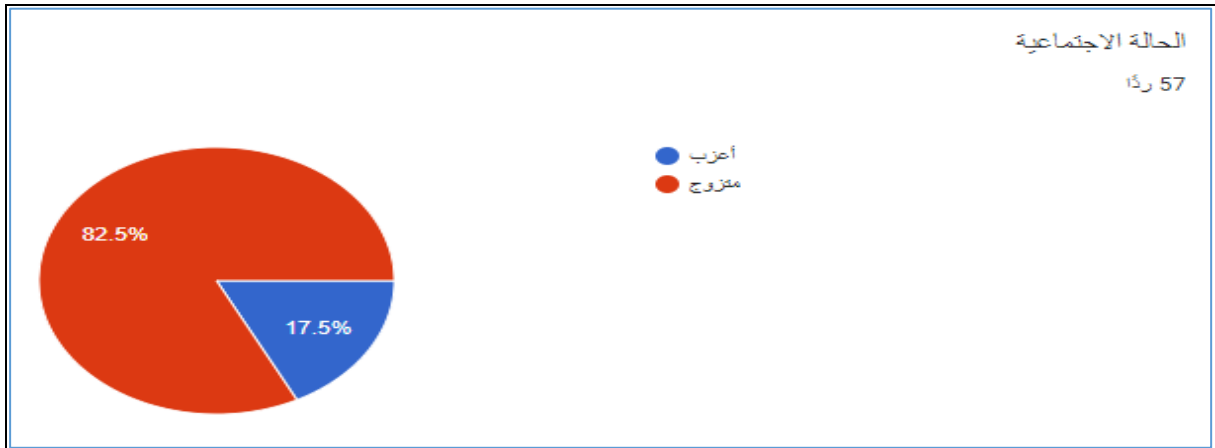
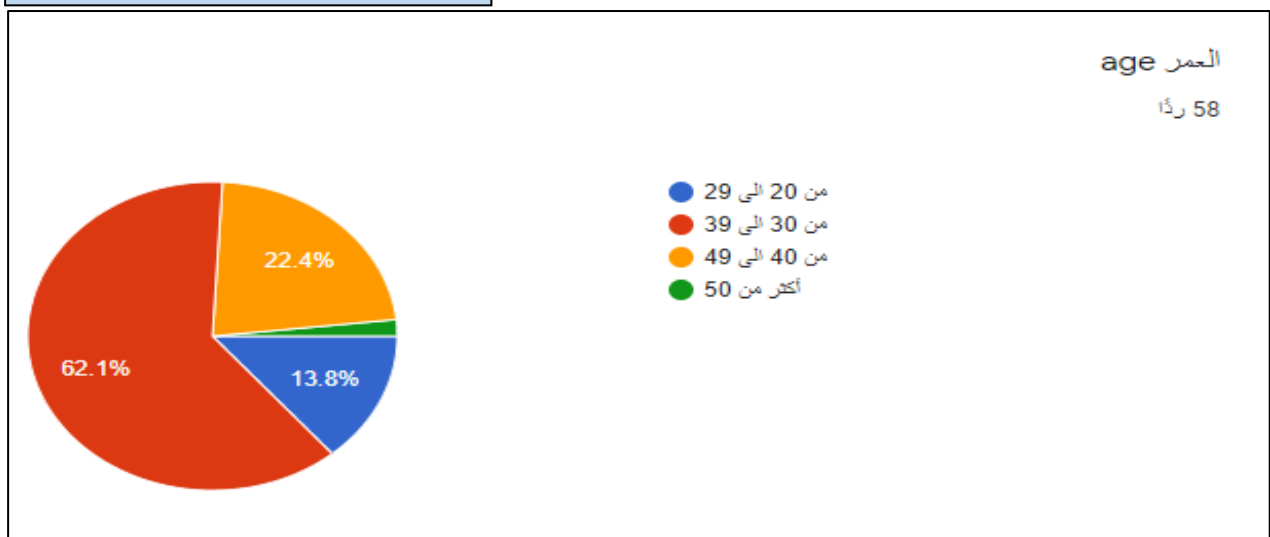


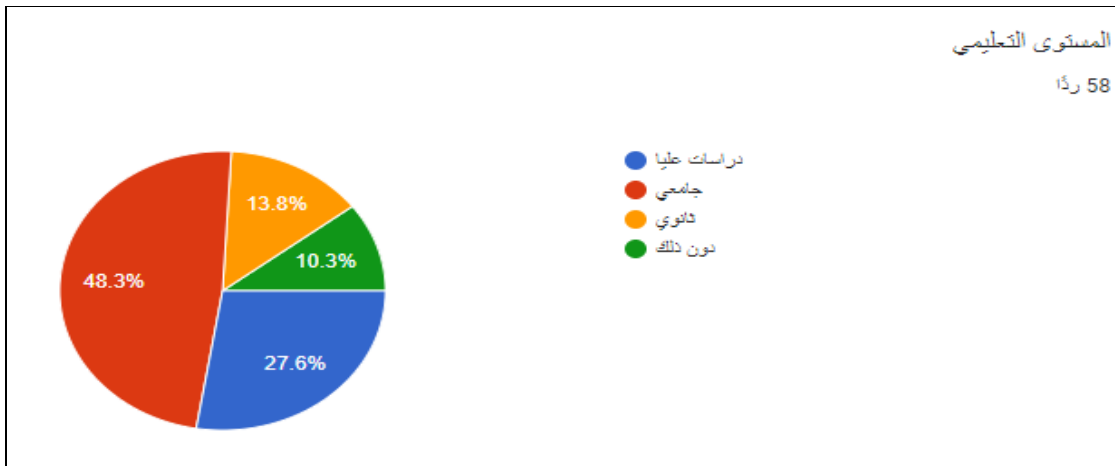
Figure No (2) shows the statistics of the maternal status of the study participants, we notice that most of the visitors are males with about 82.5 percent and most of them are unmarried, they are around 17.5 percent. This can be explaining by the fact that unmarried men are free and have many issues to solve.

Figure No (4): Age



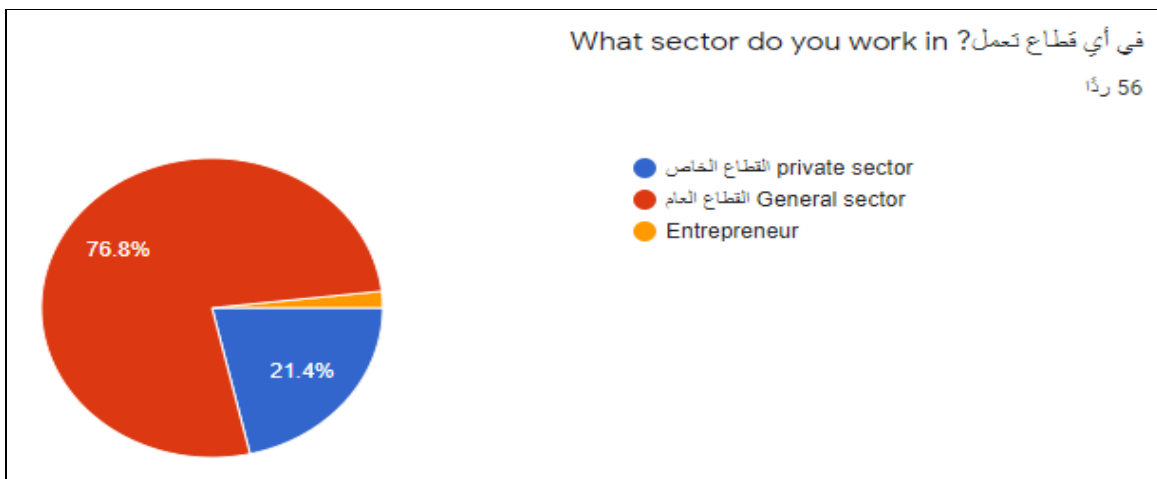
This pie chart (Figure No (3)) shows the visitors who visit Muscat Governor's Office regularly, its clearly illustrated that the persons who ranged their age from (30 to 39) are represented by (62.1%), besides the persons who ranged between (40 to 49) represented by (22.4%) while the visitors who ranged between (20 to 29) represented by (13.8%) and finally the visitors who ranged their ages more than (50) represented by 1.7 per cent.

Figure No (5): Education Levels



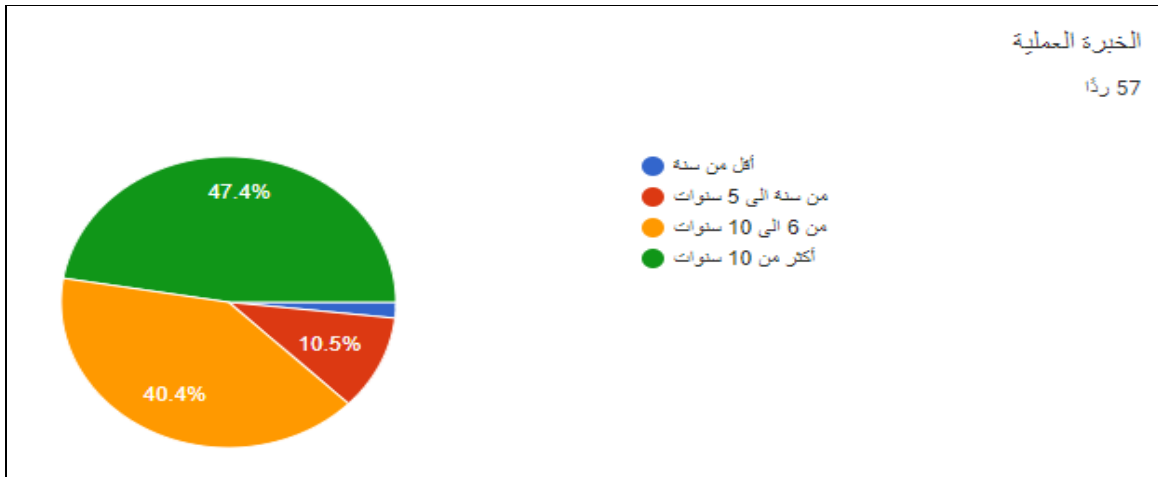
This Pie chart (Figure (4)) illustrates the education levels overall looking at the pie chart the University level is represented by (48.3%), in addition to that the higher studies is represented by (27.6%), while the higher secondary school represented by (13.8%) and finally those without qualifications are represented by (10.3%), from the above pie chart it's clear that greatest percent is the university level.

Figure No (6): Sector of Work



This Pie chart (Figure No (5)) shows the levels of work sectors of the people who have a background about Muscat Governor's office or the people who always visit it, so it shows the people who work in the general sector are about 76.8 per cent, and the people who work in the private sector are about 21.4 per cent, also there are some people who have them own works.

Figure No (7): Work Experience Ranges



This pie chart (Figure No (6)) shows the work experience ranges. The visitors who regularly visit the Muscat Governor's office, and it clearly shows that people whose work experience ranges more than 10 years represent (47.4 per cent), along with people whose experience ranges between (6 to 10) represent them (40.4 per cent), while the visitors whose experiences ranged between (one year to 5) were about (10.5 per cent), and finally the visitors whose work experience ranged from less than one year increased by 1.7 per cent.

Figure No (8): Number of Visits to Muscat

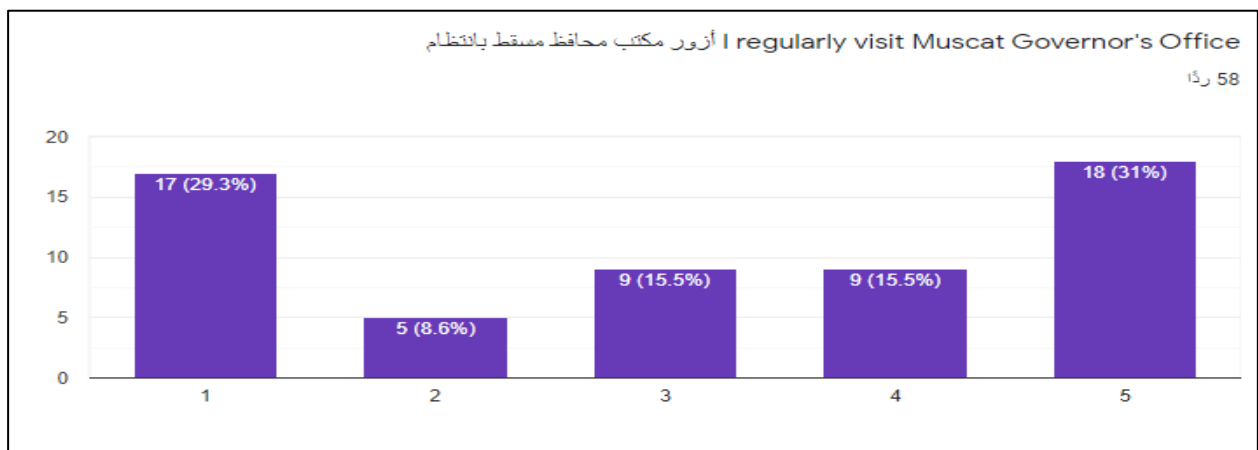
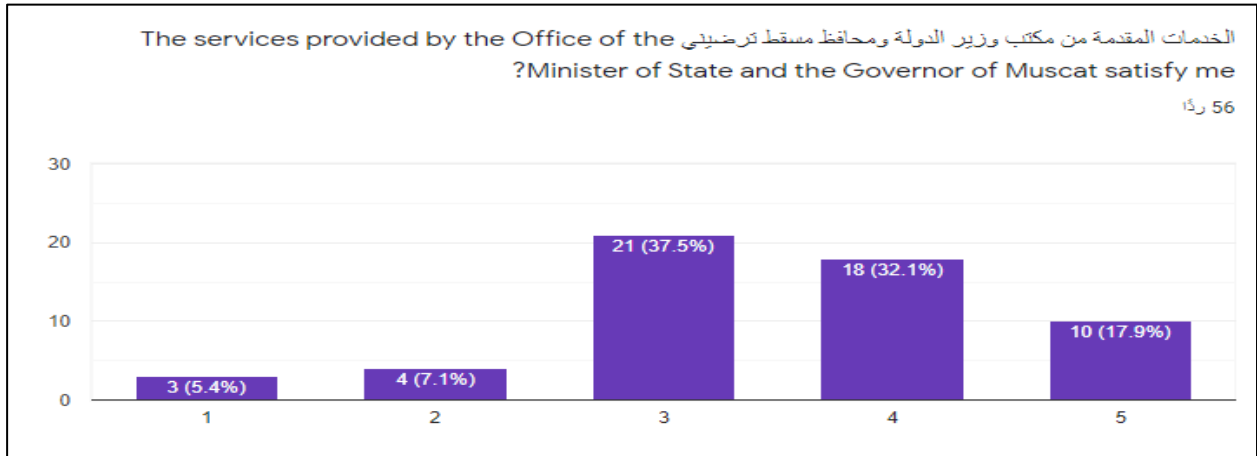


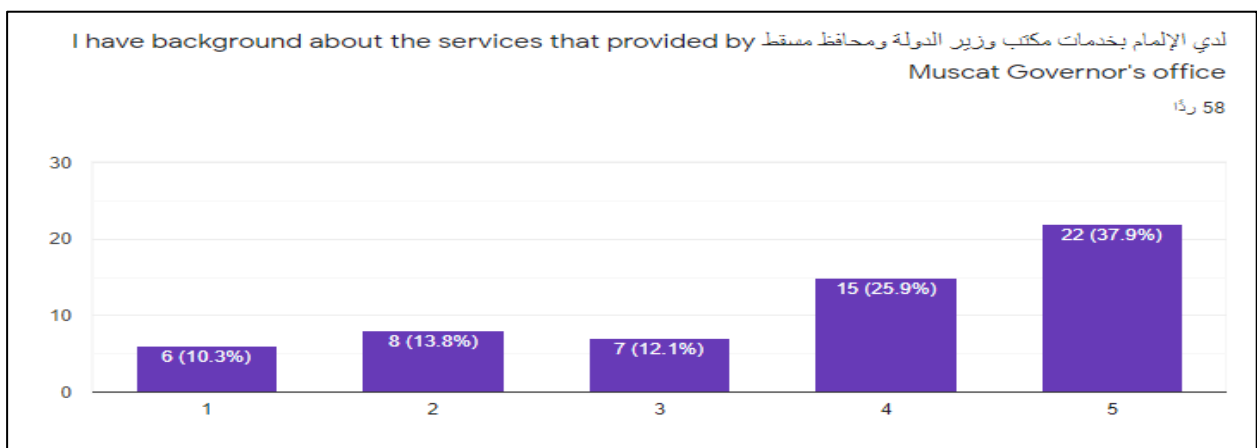
Figure No (7) is representing the percentage of the visit to Muscat Governor's Office. It is also noticeable that around 46.5 per cent of the participants tend to visit Muscat Governor's Office in order to proceed with their issues. 15.5 per cent of the participants are neutral in the sense that they are not interested in visiting or probably they do not know it, while around 38 per cent of the participants do not visit the office at all.

Figure No (9): Participants' Satisfaction towards Muscat Office Services



In Figure No (8) again, it is noticeable that the percentage of the participants who strongly disagree or only disagree with the fact that services at this office make satisfy clients is negligible with less than 13 per cent. On the other hand, we notice that around half of the participants tend to be happy with the quality of services that offered from that office. Farnham (1990) and Tideman (2001) both emphasis that, the degree of the social satisfaction is important for the social stability.

Figure No (10): background about all services provided by Muscat Governor's

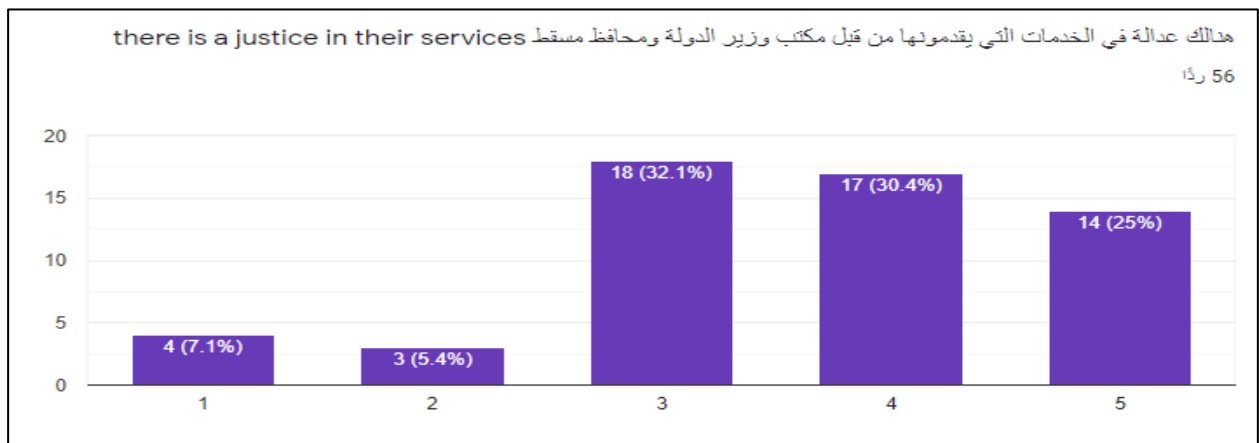


From Figure No (9), we notice that more than 63 percent have background about all services that provided by Muscat Governor's office, and It is noted that the percentage of respondents who strongly disagree or disagree with only knowing those services provided by the office is around 24.1 per cent. On the other hand, there is about 12.1 per cent of the participants are neutral in the sense that they are not interested in getting information about that office or probably they do not know anything it.

The result is that the politicians decide on the behalf of the people who have to accept what is being introduced to them. Dissatisfaction in such a case is likely to happen for the probable wrong decisions

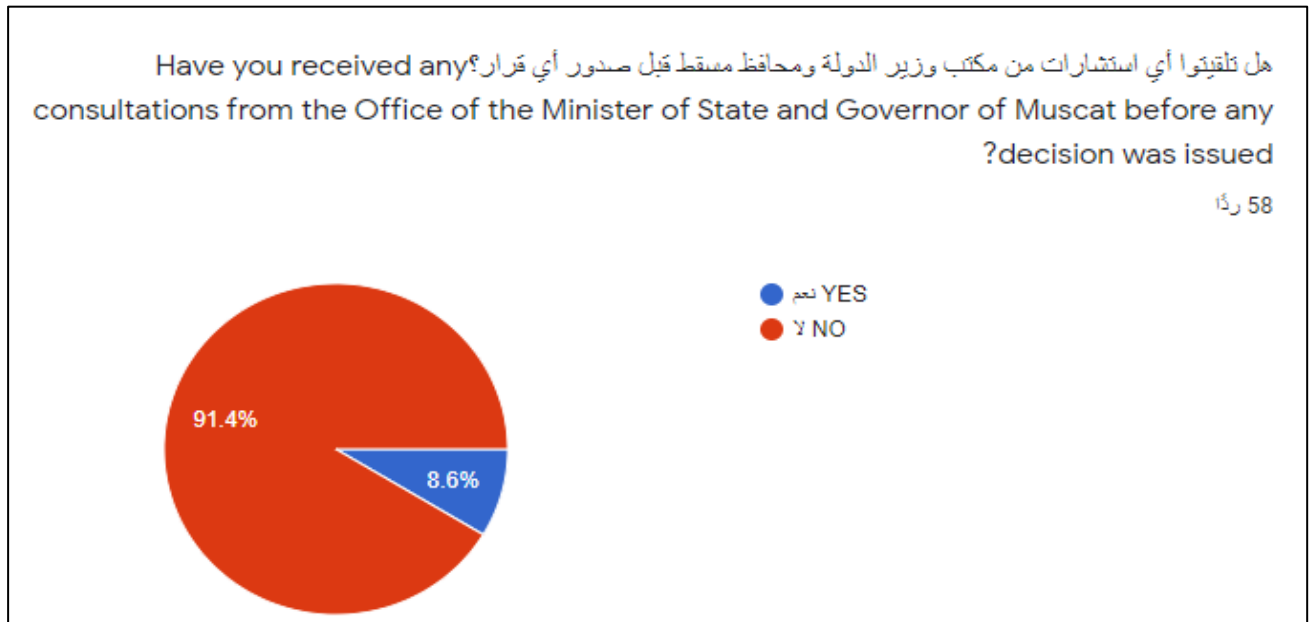
made for them. Consequently, if these people in such a context are ready for political and social turmoil, then chaos will prevail. Otherwise, they just keep accepting what is being done. However, when the context believes in human rights to express freely and is into a real discussion with the mass, then people may freely interact with the decision makers in order to improve decisions and attain satisfaction. Kenny (1992) has firmly stated that the context is very important to see the social and political interactions in the process of making decisions.

Figure No (11): Justice of Services Provided by Muscat Office



Again, in Figure (10) is noticeable that the percentage of the participants who strongly disagree or only disagree with the fact of the justice in the services which is provided from this office is about 12.5 percent, On the other hand, we notice that 87.5 per cent of the participants affirm that there is a good justice in the services which is provided from this office. Tideman (2001) mentioned that, there is a tapestry connection between decision, satisfaction degree and justice. In another wards, the decision is dependent on the social satisfaction degree, which is itself dependent on the extent to which justice is established. Consequently, when social satisfaction established, as well as stability established.

Figure No (12): Participants receive consultation from the Office of the Minister of State and the Governor of



It is noted in this chart (Figure (11)) there is a large percentage of the participants who did not receive any consultation from the Office of the Minister of State and the Governor of Muscat before any decision was issued, and this percentage is about 91.4 per cent, while there is a very small percentage of those people who may receive some consultation from the office before making any decision and their percentage is about 8.6 per cent. The result is that the politicians decide on the behalf of the people who have to accept what is being introduced to them. Dissatisfaction in such a case is likely to happen for the probable wrong decisions made for them. Consequently, if these people in such a context are ready for political and social turmoil, then chaos will prevail. Otherwise, they just keep accepting what is being done. However, when the context believes in human rights to express freely and is into a real discussion with the mass, then people may freely interact with the decision makers in order to improve decisions and attain satisfaction. Kenny (1992) has firmly stated that the context is very important to see the social and political interactions in the process of making decisions.

4.3 Sampling & Study Population

The simple and systematic probability way is going to be used as a main technique for this research study in order to carry out sampling effectively. The targeted audience is people belonging to different social classes especially the people who always visit the office of the Minister of State and Governor of Muscat. There were 62 Workers were involved to fill these survey questionnaires. The survey questionnaire paper was converted to a Google Drive document and was distributed to the participants via Google Drive document. The selection was randomly and participation was voluntary. Moreover, there was no personal data was requested participants and all date was confidential.

4.4. Validity & Reliability

Reliability or validity are extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across raters, so reliability of the questionnaire is usually carried out using a pilot test.

They are very important elements in the process of the any research study (Dikko, 2016). Validity makes sure the instrument is reliable while reliability denotes the authenticity of the findings. In this research study, validity is to be assured by giving a related questionnaire to academic experts in order to verify its contents (Heale andTwycross, 2015).

The reliability of our scale is acceptable as it exceeds the threshold of 0.7 (table 2)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.754	.581	4

4.5 Correlation Analysis

The correlation coefficient is a statistical measure of the strength of the relationship between the relative movements of two variables. The values range between -1.0 and 1.0. A calculated number greater than 1.0 or less than -1.0 means that there was an error in the correlation measurement. A correlation of -1.0 shows a perfect negative correlation, while a correlation of 1.0 shows a perfect positive correlation. A correlation of 0.0 shows no linear relationship between the movements of the two variables. Correlation statistics can be used in finance and investing. There are several types of correlation coefficients, but the one that is most common is the Pearson correlation (r). This measures the strength and direction of the linear relationship between two variables. It cannot capture nonlinear relationships between two variables and cannot differentiate between dependent and independent variables. (Fernando,J. 2021).

Table 3: Correlations

		هل تلقيتوا أي استشارات من مكتب وزير الدولة ومحافظ مسقط قبل صدور أي قرار؟ Have you received any consultations from the Office of the Minister of State and Governor of Muscat before any decision was issued?	الخدمات المقدمة من مكتب وزير الدولة ومحافظ مسقط The services provided by the Office of the Minister of State and the Governor of Muscat satisfy me?	هنالك عدالة في الخدمات التي يقدمونها من قبل مكتب وزير الدولة ومحافظ مسقط there is a justice in their services	هل تلقيتوا أي استشارات من مكتب وزير الدولة ومحافظ مسقط قبل صدور أي قرار؟ Have you received any consultations from the Office of the Minister of State and Governor of Muscat before any decision was issued?
I regularly visit Muscat Governor's Office أزور مكتب محافظ مسقط بانتظام	Pearson Correlation	1	.745**	.678**	-.097
	Sig. (2-tailed)		.000	.000	.454
	N	62	62	62	62
هنالك عدالة في الخدمات التي يقدمونها من قبل مكتب وزير الدولة ومحافظ مسقط there is a justice in their services	Pearson Correlation	.745**	1	.872**	-.284*
	Sig. (2-tailed)	.000		.000	.026
	N	62	62	62	62
الخدمات المقدمة من مكتب وزير الدولة The services provided by the Office of the Minister of State and the Governor of Muscat satisfy me?	Pearson Correlation	.678**	.872**	1	-.372**
	Sig. (2-tailed)	.000	.000		.003
	N	62	62	62	62
هل تلقيتوا أي استشارات من مكتب وزير الدولة ومحافظ مسقط قبل صدور أي قرار؟ Have you received any consultations from the Office of the Minister of State and Governor of Muscat before any decision was issued?	Pearson Correlation	-.097	-.284*	-.372**	1
	Sig. (2-tailed)	.454	.026	.003	
	N	62	62	62	62
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

For Hypothesis 1: the relation between historical context and decision-making:

As per the finding result, we can observe there is a significant relation between historical context and decision making because historical context positively impact decision making.

For Hypothesis 2: the relation between public consultation and decision-making:

As per the finding result, we can observe there is a significant relation between public consultation and decision making because consultation positively impacts decision making.

For Hypothesis 3: the relation between Justice and decision-making:

As per the finding result, we can observe there is a significant relation between Justice and decision making because Justice positively impacts decision making.

For Hypothesis 4: the relation between decisions made and people expectations:

As per the finding results (table 3), we can observe there is a significant relation between decisions made and people expectations because decisions made are in-line with the people expectations.

4.6 Findings

Findings can only confirm or reject the hypothesis underpinning your study. However, the act of articulating the results helps you to understand the problem from within, to break it into pieces, and to view the research problem from various perspectives. This section is designed to highlight important findings in my study “The Impact of Decision Making on Social Expectation: A Case Study from Oman”. The study is a descriptive quantitative research strategy. Questionnaires were used as key research tools. In section number, two of the questionnaires the research study was trying to speculating four hypotheses. The research hypotheses are in accordance with the reference were: **Hypothesis 1**: historical context positively impact decision making. **Hypothesis 2**: Justice positively impacts decision making. **Hypothesis 3**: consultation positively impacts decision making. **Hypothesis 4**: decisions made are in-line with the people expectations.

From the references presented in this study, we can loosely say that the Office of the Minister of State and the Governor of Muscat operates by referring to a perfectly reasonable operational plan related to a correct decision-making plan already presented to clients. It defines well what employees are supposed to do, the rules for handling visitor requests and explaining and clarifying emerging decisions, and the rules and regulations regarding document processing and presentation of results. It strives to investigate how the outlined points, justice, consultation, and historical context play a crucial role in explaining the relationship between the decision-making and the social expectations. The whole process, with its various steps, tends to be transparent and effective in dealing with clients. It will seek to show the close relationship between the impact of the decisions of the Office of the Minister of State and the Governor of Muscat and the expectations of society regarding those decisions. The subject matter derives its originality from the value it adds to the imperative to understand decisions in any section. It also stems from giving the reader free access to know how the Muscat Governor's office operates transparently and effectively as well regarding the needs of the Omani people.

Statistics prove that almost all visitors to this office are completely satisfied with what is provided to them and with the newest decisions made. They know very well how to initiate the process when they head towards the office. From this perspective, it has been scientifically proven that there is a strong relationship between the influence of decision-making and social expectations, all of these statistics and the results analyzed tend that the initially proposed hypothesis is completely correct in its context.

Hypothesis number one historical context positively impact decision making. From Figure (9), there were noticed that two third (63%) of the participants had background about all services that provided by Muscat Governor’s office, and It is noted that the percentage of respondents who strongly disagree or disagree with only knowing those services provided by the office is around 24.1 per cent. The result is that the politicians decide on the behalf of the people who have to accept what is being introduced

to them. This result is correlated to the hypothesis. When the context believes in human rights to express freely and is into a real discussion with the mass, then people may freely interact with the decision makers in order to improve decisions and attain satisfaction. Kenny (1992) has firmly stated that the context is very important to see the social and political interactions in the process of making decisions.

In the Figure (10) there were three-quarters (87.5%) of the Muscat office visitors affirm that there is a good justice in the services which is provided from this office is noticeable that the percentage of the participants who strongly disagree. This end result is statistical significant to the research hypothesis number two Justice positively impacts decision making. Tideman (2001) mentioned that, there is a tapestry connection between decision, satisfaction degree and justice. In another wards, the decision is dependent on the social satisfaction degree, which is itself dependent on the extent to which justice is established. Consequently, when social satisfaction established, as well as stability established.

In refereeing to the Figure (11) there was almost of the participants (91.4) did not receive any consultation from the Office of the Minister of State and the Governor of Muscat before any decision was issued. The result is not statistically significant to the research hypothesis number three “consultation positively impacts decision making”. The politicians decide on the behalf of the people who have to accept what is being introduced to them. Kenny (1992) has firmly stated that the context is very important to see the social and political interactions in the process of making decisions.

Figure (8) was representing the percentage of the participants who are satisfied with the services at the office. The findings showed that around half of the participants tend to be happy with the quality of services that offered from that office. This result is correlated to hypothesis number four decisions made are in-line with the people expectations. Farnham (1990) and Tideman (2001) both emphasis that, the degree of the social satisfaction is important for the social stability. When the context believes in human rights to express freely and is into a real discussion with the mass, then people may freely interact with the decision makers in order to improve decisions and attain satisfaction. Kenny (1992) has firmly stated that the context is very important to see the social and political interactions in the process of making decisions.

Chapter five:

Conclusion

5.1 Discussion of Conclusion

This study has followed both methods of research, qualitative and quantitative, to study the impact of decision making on social expectation. The four hypotheses, which lay emphasis on the historical context, justice, consultation and decisions, tend to be correct largely. The idea is that if the management of Muscat Governor's office to properly please and satisfy this category of people, they need to get back to historical context, justice, consultation, and decisions factors and understand them properly. In other words, those factors will surely facilitate dealing with different people with different backgrounds.

5.2 Limitation

Several problems and challenges were encountered during conducting this research.

Firstly, the researcher was restricted by time, limited sample and situation of Covid-19, which lead to interrupt to conduction research conduction and process. In addition, access to the participants and obtaining permission for the research was a major challenge as it took time to contact participants and ask for their permission and disrepute the questionnaire and finally analyzed the information.

Secondly, determined the choice of more efficient method, such as the questionnaire, instead of the more time-consuming focus groups or participant observation. Third, the scarcity of research on the issue of The Impact of Decision Making on Social Expectation in Oman there are fewer research reference on this topic.

5.3 Recommendations

- Due to the difficulties which I have face I would recommend conducting more related research studies to understand the factors laying beneath other related issues in other probably similar contexts.
- Similarly, organizations can monitor their performance by comparing targets and actual performance.
- Make system to evaluate the visitor satisfaction in ordered to improve the Muscat Governor's office service

5.4 Direction for future research

1. Study the impact of widely in the Sultanate of Oman.
2. Study the of Decision Making on Social Expectation in the Sultanate of Oman.
3. Study the role of Muscat Governor's office services for good and effective population service.

Next chapter is the conclusion.

5.5 Conclusion

The government of Oman sees private sector as a vehicle of growth and development and they argue that promote efficiency and effectiveness of Omanization it is anticipated rather than the expatriate workforce, in both the public and the private sectors. This study examined the Impact of Decision Making on Social Expectation, by used of the explorative quantitative research designed. The most research findings were the study showed that Muscat Governor's office most of attenders are strongly disagree with the service. Most of the respondents were agreed with only knowing those services provided by the office. More than three quarter (87.5%) of the participants were affirmed that there is a good justice in the services, which is provided from this office. It is noted in this chart there is a large percentage of the participants who did not receive any consultation from the Office of the Minister of State and the Governor of Muscat before any decision was issued. Most of the results of the research were through the use of the SPSS program on the study sample.

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