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The Role of Strategic Decision-Making on Organizational Performance Among Managers of Organizations in Iraq

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ABSTRACT

The purpose of the present study, determining the impact of strategic decision-making in improving organizational performance and the relationship between strategic decision-making and organizational performance, identifying the demographic characteristics of manager and learn about decision-making approaches and their role in organizational performance. The study was a descriptive cross-sectional design; data were collected in a questionnaire format through an online application in different Iraq organizations from 1 January 2021 to 15 November 2021. These organizations are affiliated with the Ministry of Higher Education and Scientific Research and the Ministry of Commerce.The sample size was 100 participants. The limitation of the study was related to the Covid-19 pandemic so that the authors could not contact participants because of the infectious virus. The study's findings indicated the existence of the relationship and correlation between the research variables, which stated that depending on strategic decision-making will lead to increase organizational performance and employee performance, this revealed an impact of strategic decision-making on organizational performance.

Anahtar Kelimeler:

Decision-Making

Organizational Performance
Covid-19

Mobile application
Managers

INTRODUCTION

Today, developments are more rapid and patterns that entrepreneurs and managers of previous generations did not realize. The rate of progress, globalization, reforms to the law, society, and other aspects of the environment are the key issues to be looked at. These changes can present new opportunities for business growth but also challenges. Monitoring, research, and predicting environmental trends are becoming increasingly difficult, and these challenges often affect managers' decision-making (Papulova and Gazova, 2016:572). Cognitive prejudices are a constant part of strategic decision-making. It is clear that a greater understanding of how biased decision-making processes affect managers' attempts to achieve their objectives. The role of cognitive prejudices in strategic decision making has been increasingly recognized by scholars (Das and Teng, 1999:757). Modern organizations depend on strategic actions; the metacognitive experience and the outdoor perceptions matter. For managers with more significant metacognitive expertise and managers conducted in more diverse settings, wrong strategical decisions are less likely. Inversely, managers in more hostile environments, especially when dynamism is low, are more likely to make irregular strategic decisions (Robert Mitchell et al., 2011:697). It is implicit for the commission on higher education and universities to allow the lecturers to choose the universities, and it is known that there is a clear and positive link between decision-making and employee satisfaction. But make sure this decision-making is free of partiality, else lecturers are dissatisfied and demotivated (Busari et al., 2017:455). This could impact the organization and the employees themselves as employee retentions leave the organization. Due to its disincentive impact, employee retention has been a significant subject for managers (Ameen, 2018:24). The decision-making style differs between cultures, as the implications and the degree can vary, which can help consider (Abubakar et al., 2019:111). Organizations must consider how strategic decisions are made, not just because their consequences affect their activities and their relationship with the environment.

The types and ways they affect decisions are linked to and measures of the organization's structure and its relationships to its stakeholders, the subjects considered, and groups and people who are interested in the process. With most arts organizations' complex climate, it should be a high priority for managers and researchers both to consider and develop strategic decision-making processes (Cray and Inglis, 2011:85). A non-conventional thought capability model explains how policy-makers make decisions that are more suited to the prevailing conditions of complexity, ambiguity, and inconsistency. These capabilities complement traditional techniques commonly used in decision-making (McKenzie et al. 2009:209). In different countries and cultures, the effectiveness of knowledge and information system management depends critically on how their systems respond to their users' decisions (Martinsons and Davison, 2007:284). Managers can make decisions at all levels based on their role to assess short-term performance and evaluate the enterprise's sustainability and sustainable growth. There have been no fast-track developments by many organizations in Iraq. In parallel, several factors influence organizational decisions, such as policy, economic, cultural, and social aspects, and empirical studies to understand the effect of strategic decision-making on organization efficiency, which make it hard to advance quickly.

The political situation in Iraq sometimes affects the organizations in their administrative decision-making. For this reason, this study focuses on one of the complex management phenomena on the future of organizations. Every official in Iraq confirmed the existence of corruption in the organizations. A large percentage of managers can participate in decision making in their favor. Study in this field is significant for organizations to benefit from gathering more information and making changes in the organization. The organization's success is connected with its top management's ability to formulate strategic choices based on accurate and efficient strategies and mechanisms. The organization management should be informed significantly if we recognize that strategic decisions are not developed using a single approach and that approaches are more important to the reality of some decisions than others.

Strategic Decision-Making on Organizational Performance

Strategic Decision-Making

The key challenges of modern organizations are strategic decisions. However, metacognitive experience and external expectations are essential to be successful in strategic decision-making. Irregular strategic choices are less likely than seasoned, more dynamically engaged, metacognitive managers and managers. In comparison, erratic strategic decisions are more likely to occur than managers in hostile environments, particularly in low dynamism (Robert Mitchell et al., 2011:697). Strategic decision-making is complicated and calls for a new range of capabilities and methods. In the strategic decision-making phase, we consider that strategic assessments are required. The strategy analysis provides critical environmental assessment and development information and potential opportunities and threats to be addressed in decision-making (Papulova and Gazova, 2016:572). Each manager can implement his own decisions, which, depending on the facts, the circumstances, and genuine desire for the individual, are narrower or larger. It is not guaranteed to make the right choices in a world that changes around us more quickly than we think. Although we all are careful and scrutinize our decisions and preferences, we sometimes regret happiness and circumstances and situations and people. Opportunities can be removed from our feet. Some of us have not had the whole room to understand the nature of decisions and choices, and in particular significant decisions. A decision is to select a major and field. It is also a choice to choose the first job, and to change a job is a disaster.

The Rational Decision-Making

The rationale of decision-making appears to be more fact-friendly than hunches. Therefore, organizations operating in this mode will, rather than make findings that are not possible under the dominant logic, sell better products to their customers (Pina e Cunha, 2007:8). Rationality implies how information relevant to a decision is collected in the decision-making process and the reliance on analyzing this information for a decision. A logical style of decision-making means that all conceived decisions are thought about carefully and systematically. The decision-maker has to evaluate the options and their possible related consequences deliberately if the options available are examined in a rational decision-making method. A conscious, deliberate process is also partly free of cynicism and seductions, which leads to increased decision-making, work, and organizational performance (Abubakar et al., 2019:107). Fair commercialization, imitation of rationalistic technology, and rational engineering are essential analytical processes in businesses. These processes illustrate the relations between sound decision-making theory and day-to-day experience in the organization. This framework shows how the conflicts between the philosophy of rational choice and organizational life can lead to extensive studies on the way researchers, administrators, and consultants make sound decisions (Cabantous and Gond, 2011:583). A potential inspiration for the evolving strategy can be found in new insights. Although strategic formulations can dominate rational processes, industrial and organizational features can affect decision-making. These effects can be further reinforced in the strategy's execution and can lead to explaining some discrepancies between the expected and the evolving process (Hitt and Tyler, 1991:347). If a manager has many alternatives, he accepts one or two options or whatever he wants. He explored the potential facets of rationality in his modeling of the human being. There are a variety of reasons behind sound decision-making. When making a decision, for example, economic mangoes must weigh a variety of factors, including the current financial circumstances in their surroundings, the world financial situation, and its strong awareness of the financial situation.

Intuitive Decision Making

A change away from standardized issues and standard operating procedures is triggered by environmental instability. It is more probable than only one target criterion for performance, with many 'plausible alternative solutions.' The decision-making scenarios will move towards judgment under such circumstances from the intellectual end of the task spectrum. Therefore, the positive relationship between environmental uncertainty and intuitive decision-making effectiveness can be mediated (Dane and Michael, 2007:46). Intuition is about a vague feeling or a feeling for a pattern of association. Intuition is also seen as a sudden comprehension of knowledge. Intuition often takes relationships and evidence to decision-makers without knowing why those relationships or facts exist. Unconscious thought is a mechanism in which unstructured knowledge is organized more and more before some limits, and the results are reached. Result in better success for individuals and organizations. Intuition plays an implicit decision-making role related to prior decisions and a consistent emotional decision process (Abubakar et al., 2019:106). While intuitive integration is not a much-discussed framework in the mainstream of strategic management science, managers often do not come as a surprise. This intuitive integration is an essential element in strategic decision-making processes, which managers also illustrate. In the computing industry, the intestinal feeling was even more significant than banking and services for strategic decisions. Senior managers embrace the fact that they use instinctive emotions (Khatri and Ng, 2000:77). Intuitive thought is built on ingenuity and imagination but is dependent on the manager's intuitive ability. Managers do not carry out analyzes or automated analytical methods in their intuitive solving and taking decisions; instead, their ideas seem very elusive as they emerge from their brains. Intuitive thought is based on expertise, experience but also on managers' inherent characteristics and capabilities. Since intuitive thinking does not need to analyze or use a time-consuming analysis, it is straightforward and versatile to adapt to new opportunities and threats. It is not, by the way, a complete solution to the problem, but just the center of gravity of the solution and also provides unusual but non-applied solutions (Papulova and Gazova, 2016:574). In making decisions, managers use their intuition a great deal. Intuition must be implemented next to the subconscious. If the mind comes up with a sort of analogy between the negative and the positive, then its rational calculations.

Strategic Decision-Making Process

The process of top management making its fundamental decisions is strategic decision-making. In terms of steps taken, allocated resources, or set precedents, strategy decisions matter (Mintzberg et al., 1976:246). The rationality of the strategic decision-making processes is affected by all three factors, decision features, climate and organization, and cannot be adequately representative from one perspective alone from these decision-making processes. The three viewpoints do not equally help understand the strategic approach of decision-making. (Elbanna and Child, 2007:561). The value of the decision is shown by the fact that the issue or situation posed in alternative to operations can be investigated as the center of a mechanism for planning, organization, and control. It is essential, and management needs to choose the best way to proceed; it is the nerve that drives all the administrative and production processes that reflect the organization's operation in all its sectors and helps maintain group unity and coherence increase its productivity. To find a suitable conclusion to the issue in the decision-making process, we have weighed all the alternatives and made the right decision in the decision-making process.

Organizational Performance

This is currently a difficult process, complicated, difficult to enforce, theoretically based on the various views of scholarly literature and practical terms because of the unique, particular aspects of organization, activity, and business financing. The basic goal of any business is to generate profits. However, in order to achieve the most value, the organization should place a greater emphasis on representatives and methods for retaining them in the long run (Ameen, 2018:28). The definition of corporate success is established, expertise assessed. Companies now face the task of meeting social values, interests, and aspirations. Every community's fundamental goal, taking into account the new criteria set by the requirements for sustainable technologies, is to ensure sustainable growth in the present sense of globalization. When employees execute their duties well, it leads to satisfaction among the general public and the organization's management (Ferit et al., 2021:4). In the literature, the diversity of the current meanings induces ambiguity rather than consistency in output definition. We shall not find a standardized, unequivocal performance concept as much as we look for. Purposes of performance are either too general or too particular. In this regard, experts feel that all operations within a particular organization and the different interests of the individuals concerned should be taken into account for the concept of organizational success. The volatile, contested, and contradictory effects of an entity are subjective (Elena-Iuliana and Maria, 2016:183). For enhanced organizational efficiency, decision quality, consensus, and team member effect are all necessary; however, the pursuit of decision quality seems to attenuate agreement and impact, just as the quest for consensus and impact seems to attenuate decision quality. This incoherence provides the strategic decision-makers with a severe dilemma. The role of conflict in strategic decision-making is further illuminated. In contrast, strategic decision-making influences organizational efficiency, decision quality, dedication, comprehension, and affective acceptance are the conduits by which that influence is transacted. As such, in every normative model of strategic decision making, they should be prominent features. Undoing team skills or decision-making processes directly to organizational success prematurely obscures the partnership's real essence (Amason and Schweiger, 1994:247). In organizations of all shapes and sizes, the administrative decision-making process is a dynamic and significant task requiring deliberation, thinking, and structured knowledge. Decisions are now the key reason for the organization's success and accomplishing the objectives for which it was founded. Based on the fact that participation in the decision-making process brings employees many positive benefits, including the freedom to express their views, independence in the performance of their work, skills development, experience, and empowerment. Increase their connection with superiors and their willingness to achieve organizational objectives and improve their level of stability, dedication, and satisfaction.

Literature and Hypotheses

Hypotheses

H1. There is a statistically significant correlation between strategic decision-making and organizational performance.

H2. There is a statistically significant relationship between strategic decision-making and organizational performance.

H3. There is an impact of strategic decision-making on organizational performance.

Methods

The study was a descriptive cross-sectional design, conducted in various organizations in Iraq from 1 January 2021 to 15 November 2021, with a sample size of 100 managers working in different organizations. Data were collected through an online application because of Covid-19 outbreak in Iraq. The limitations of the study were the COVID-19 outbreak, which is exactly why the authors were not able to make field visits to gather information due to the risk of disease transmission. Due to the Covid-19 disaster, which frightened people and created a risk of life, individuals stayed away from each other (Yılmaz and Ameen, 2021: 79). Ethical consideration and permission were taken from the organization's management to achieve the study. Finally, the data were analyzed using SPSS version 23 software to enter data, analyze and interpret the results. Inclusion criteria included all participants who wanted to participate, while exclusion criteria were applied to participants who did not want to respond to the questionnaire format.The questionnaire was used to collect data consisting of three parts, the first part related to sociodemographic characteristics comprised of (6) items and the second part consisted the strategic decision making consisted of (10) items of questions, and the third part related to organizational performance consisted of (10) questions directed to the participants in the questionnaire formats.

Results

Table 1 Socio-Demographic Characteristics for Sample Study

Variables		Frequency	Percent
Gender	Male	80	80.0
	Female	20	28.8
	Total	**100**	**100.0**
Age	18-25	1	1.0
	26-40	45	45.0
	41-50	44	44.0
	51 and above	10	10.0
	Total	**100**	**100.0**
Race	Kurdish	84	84.0
	Turkmen	11	11.0
	Arabic	5	5.0
	Total	**100**	**100.0**
Education Level	Bachelor	45	45.0
	Master	35	35.0
	PhD	20	20.0
	Total	**100**	**100.0**
Economic Status	High	8	8.0
	Middle	92	92.0
	Total	**100**	100.0
Marital Status	Single	20	20.0
	Married	78	78.0
	Divorced	2	2.0
	Total	**100**	**100.0**

Table 1 Indicated that the female participation rate was low because the study was conducted in a place where males run organizations, which is about 80%, and only 20% of females participated in the study. Most of the participants were between the age of 26-40 years old. Most of the participants were Kurdish, which represented 84% because the study was conducted in the Kurdish area. The Majority of participants have a bachelor's degree, which represented 45%. Regarding the economic status of the participants, most of them were in the middle level, which represented nearly about 92%. Regarding marital status, most of them were married that representing 78%, while only 2% of them were divorced.

Table 2 Descriptive statistics about strategic-decision making

Items	N	Mean	Std. Deviation
Q1. Thinking of what I really need to accomplish before I start the mission	100	2.81	.41911
Q2. I use different strategies depending on the situation	100	2.61	.64971
Q3. Better organize my time to achieve my goals	100	2.61	.69479
Q4. I am good at organizing information	100	2.69	.61455
Q5. I know what kind of information is most important to consider when facing a problem	100	2.69	.61455
Q6. I consciously focus my attention on important information	100	2.73	.54781
Q7. The intensity of competition is high in my field	100	2.70	.61134
Q8. The decision making in our organization should be according to the ability of the employees	100	2.70	.59459
Q9. The actions of competitors are quite easy to predict	100	2.69	.63078
Q10. This decision-making is based on study and analysis, not on personal judgment	100	2.68	.56640
Total	100	2.69	.59436

Table 2 indicated that the second part of the questions related to independent variables included strategic decision making which was about 10 items, so the statistical analysis revealed that the average of all means of items was 2.69 so it was more than the standard of study value that equal 2.34 (2.69>2.34) with standard deviation (.59436) this part indicated that a high acceptance rate according to the standards of the study and this shown that the high level in most of the questions about strategic decision-making in the organization.

Table 3 Descriptive statistics about Organizational Performance

Variables	N	Mean	Std. Deviation
X1. Our operating efficiency has improved significantly compared to our competitors	100	2.7500	.47937
X2. The employees use all their power in carrying out the work procedures	100	2.5600	.67150
X3. Our organization employs a liaison team to coordinate decisions and actions	100	2.5400	.71661
X4. Participation of employees in taking decisions related to adopting new programs	100	2.6000	.65134
X5. Participation of employees in taking decisions related to adopting new policies	100	2.6100	.66507
X6. Employees participate in decisions to hire new staff	100	2.6400	.59493
X7. Employees are regularly rotated between different positions	100	2.6300	.63014
X8. Employees are loyal and love their organization	100	2.6200	.63214
X9. Employees do the same job in the same way most of the time	100	2.6200	.66332
X10. When contacting each other when needed, employees feel comfortable from different departments	100	2.6000	.60302
Total	100	2.6170	.63074

Table 3 indicated that the third part of the questions related to independent variables included organizational performance which was about 10 items, so the statistical analysis revealed that the average of all means of items was 2.6170 so it was more than the standard of study value that equal 2.34 (2.6170>2.34) with standard deviation (.63074) this part indicated that a high acceptance rate according to the standards of the study and this shown that the high level in most of the questions about organizational performance.

Table 4 The results of the multiple regression test for the impact of the application of strategic decision-making in achieving organizational performance

Model	Sum of Squares	df	Mean Square	F	Sig.	R Square	R
Regression	385.534	1	385.534	347.982	.000		
Residual	108.576	98	1.108			.780	.883
Total	494.110	99					

Table 4 revealed that the calculated f-value amounted to (347.982) at the significance level of (0.05), and this requires accepting the alternative hypothesis which states that there is an effect of applying strategic decision-making in achieving organizational performance. This result confirms the significance level (f) of (0.000) as it is less than (0.05) the approved significance level. As for the explanatory power of the model, it reached (R Square = 0. 780), which is an acceptable explanatory power, which means that the dimensions of the independent variable (strategic decision-making) are explained by (78%) of the dependent variable (organizational performance).

As for the degree of correlation between strategic decision-making and organizational performance, it reached (R = 0. 883), that is, there is a direct and strong relationship between the two variables.

Discussion and Conclusion

The results of the study revealed that if staff participate in strategic decision-making may cause increased performance in organizations, so this result was accepted by the study done by (Bonner et al, 2002:734) who said: “group decision-making causes an increase in organizational performance, and this is associated with employee performance”. Strategic decision-making should not be dependent on a personal decision, so the decision-making should be dependent on rational and committee decisions this way may be obtained a positive effect on organizational performance. This result agreed with the study done by who revealed that "an intuitive or rational approach to decision-making affects the organizational overall performance on the identical time in order to regulate the connection among the process to create knowledge and the organizational overall performance" (Abubakar et al, 2019:104). The characteristics and behavior of managers are critical in organizing their time and in the case of thinking about what really needs to be accomplished before the task begins to make strategic decisions for the organization's future, this finding was agreed with the study achieved by (Cheng and Lok, 2010:1390) who mentioned that “the cultural factors of managers could greatly influence the strategic decision-making process however they can positively influence organizational performance”. The study shows that the relationship between strategic decision-making and organizational performance is very important, and this will lead to improve organizational performance and increase employee performance, this result was similar with to the study done by (Pollanen et al, 2017:725) who indicated that "management effectiveness, social performance, and strategic decision-making are positively related with organizational performance; however, the study contributes to a better understanding of the extent to which managers usually use performance information to simultaneously make strategic decisions, which helps public organizations provide a more informed basis for strategic decision-making to confront the crises for a safe future for the organization”.

The findings of the study indicated that employees are the primary component in all operations and activities they undertake to achieve their goals and the present study confirmed all hypotheses. The strategic decision-making process is affected by their performance, and this indicates that the performance of the employees is affected by organizational performance. The study revealed that the presence of a relationship and correlation between the research variables indicated that depending on strategic decision-making will lead to an increase in organizational performance and employee performance, and this indicates the effect of strategic decision-making on organizational performance. The study found the effectiveness of management in making strategic decisions positively related to organizational performance. Despite that, it helps public institutions establish a more informed basis for strategic decision-making when dealing with difficult conditions facing the organization, such as dealing with standards of financial and administrative crises, and ensure to achieve more stability and long-term sustainable growth.

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