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Article titled: The Impact of Strategic Management Practices on Effective Decision-Making in Organizations Operating in a Dynamic Environment

A Field Study at the Eastern Construction and Urban Planning Institution (CONSTRUB-EST)

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Abstract:

This study aims to identify strategic management practices and their impact on decision-making at the Eastern Construction and Urban Planning Corporation (CONSTRUB-EST) in a dynamic environment. To achieve the study's objective, a descriptive and analytical approach was adopted. A questionnaire was designed as a tool for collecting data and distributed to a sample of 31 items across the organization. The data was processed using SPSS V2 (Statistical Package for Social Sciences) for analysis and interpretation.

A set of results was reached, the most important of which is that strategic management practices have a significant impact on improving the decision-making process within the organization, despite the fact that strategy implementation is not optimal in the organization under study. Among the most important recommendations is the development of effective implementation mechanisms that ensure accurate implementation of strategies, with a focus on continuous training of human resources, improving information systems, and promoting a culture of continuous evaluation to ensure sustainable institutional success.

Keywords: Strategic Management, Formulation Strategy, strategy implementation, strategy evaluation, decision making, organizational success.

1. Introduction:

In the modern era, organizations face increasing challenges due to rapid and continuous changes in their environments. This calls for the adoption of effective strategic management practices to ensure their continuity and success. Strategic management practices are an essential tool for guiding an organization toward achieving its goals, especially in dynamic, volatile, and complex work environments. In this context, the importance of studying the impact of these practices on the effectiveness of decision-making within organizations emerges, given that making sound strategic decisions is a critical factor in enhancing institutional performance and competitiveness. The Construction and Urban Planning Corporation of the East (CONSTRUB-EST) in Annaba Province is an ideal model for studying this topic, given its prominent role in the construction sector in Algeria and the

environmental and economic challenges it faces that require the adoption of effective strategic management practices. Through this field study, we seek to explore the relationship between strategic management practices and the effectiveness of decision-making within an organization, with the aim of providing insights and recommendations that contribute to improving institutional performance and enhancing competitiveness.

Problem:

In light of the ongoing challenges facing organizations in their dynamic environments, a fundamental problem emerges:

"What is the impact of strategic management practices on the effectiveness of decision-making in organizations operating in a dynamic environment within the institution under study"?

This problem stems from a set of sub-questions, including:

•What are the strategic management practices followed at CONSTRUB-EST?

•How are strategic decisions made within the institution?

•To what extent do these practices impact the quality and effectiveness of the decisions made?

Study Hypotheses

Based on the presented problem, this study aims to test a set of hypotheses that contribute to analyzing the relationship between strategic management practices and the effectiveness of decision-making at the East Construction and Development Corporation (CONSTRUB-EST.(

Main Hypothesis:

H0: "There is no statistically significant effect at the significance level ($\alpha \geq 0.05$) of strategic management on decision-making in the institution under study".

Sub-Hypotheses:

H01: There is no statistically significant effect at the significance level ($\alpha \geq 0.05$). Significance ($\alpha \leq 0.05$) of strategy formulation on decision-making in the organization under study.

H02: "There is no statistically significant effect at a significance level of $\alpha \geq 0.05$ of strategy implementation on decision-making in the organization under study".

H03: "There is no statistically significant effect at a significance level of $\alpha \geq 0.05$ of strategy evaluation on decision-making in the organization under study".

Study Objectives: This study aims to:

 Analyze the strategic management practices adopted within CONSTRUB-EST.

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 Measure the impact of these practices on the effectiveness of decision-making within the organization.

 Provide recommendations that support strategic decision-making processes in a dynamic work environment.

Significance of the Study: The importance of this study lies in:

 Highlighting the vital role of strategic management in improving the quality and efficiency of decisions within Algerian organizations;

 Contributing to enriching the literature related to strategic management and decision-making through a recent field study in a real-world organization;

 Providing a practical framework for organizations operating in changing environments to enhance their flexibility and administrative effectiveness.

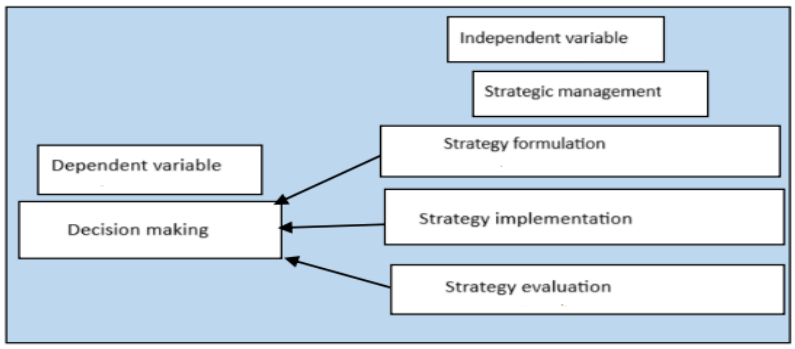
Methodology Used:

The study relied on the descriptive analytical approach, where data were collected through a field questionnaire directed to a sample of executives and employees at CONSTRUB-EST. The data were analyzed using the statistical program SPSS version 26 to test hypotheses and extract statistically significant results regarding the relationship between strategic management practices and effective decision-making.

Study Population and Sample: The study population consisted of general personnel at senior administrative levels. A random sample of 31 individuals was selected.

Study Model: The following study model was used:

Figure 1: Study Model



Source: Prepared by the researcher

I. Theoretical Framework and Previous Studies:

Previous Studies

A strategic management process: the role of decision-making style and organisational performance TamilarasuSinnaiah, Sabrinah Adam and

BatiahMahadiUniversitiTeknologi Malaysia, Johor Bahru, Malaysia . Journal of Work-Applied Management Vol. 15 No. 1, 2023

The purpose of this paper is to present a conceptual framework for integrating the factors of strategic thinking, organizational performance, and the decision-making process.

Design/Methodology/Approach: The methodology includes a literature synthesis and proposes a framework that explores the relationship between the enablers of strategic thinking, organizational performance, and the influence of decision-making styles as a moderating factor.

Results: The framework includes the enablers of strategic thinking (systemic perspective, focused intention, intelligent opportunities, thinking in time, and hypothesis-driven analysis), organizational performance, and the influence of decision-making styles (intuitive and rational).

Research Limitations/Implications: This study results in only a conceptual model; it has yet to be tested in practice. An expanded conceptual framework could serve as a basis for future empirical research and provide insights for practitioners on how to enhance policy development in the strategic planning process.

Originality/Value: A shift in the literature demonstrates that strategic management and decision-making styles are vital in determining organizational performance. This paper highlights the importance of decision-making styles and develops a framework for strategic management by analyzing the current literature in strategic management.

Strategic Management in the Digital Age : A Review of Decision-MakingFrameworksAli. Chorli, Saeed. Kazemi .International Journal of Innovation Management and OrganizationalBehavior Volume 3.

This article aims to critically review and summarize the evolution of strategic management frameworks in the digital age, focusing on how these frameworks adapt to the challenges and opportunities presented by digital technologies.

Method: The review uses a narrative approach to review academic articles and industry reports. Decision-making frameworks are categorized into groups such as IT governance mechanisms, digital transformation strategies, and predictive models. Each framework is examined in detail regarding its application, strengths, weaknesses, and real-world examples. A comparative analysis is used to assess the relevance of these frameworks across different business contexts, and emerging trends are identified. The method also includes an analysis of implementation challenges and forecasts of future developments in strategic management frameworks.

Findings: The findings reveal that strategic management in the digital age is characterized by a shift toward more innovative, technology-driven approaches. Key trends include the integration of artificial intelligence and machine learning, an increased focus on sustainability and environmental, social, and governance factors, and the importance of flexibility and

adaptability in decision-making. Implementation challenges range from aligning technological capabilities with strategic objectives to managing cognitive biases and ensuring cybersecurity. Future expectations indicate that these frameworks will continue to evolve, with a greater focus on data-driven insights.

The RolePlayed by AppliedDecisionAnalysis in the Field of the Strategic Management Process , Ge Zhang ,Journal of Innovation and Development,pment ISSN: 2958-4752 | Vol. 2, No. 1, 2023

Strategic decision-making in companies is a complex process, facing numerous uncertain factors, and the information obtained through decision-making is insufficient. With limited information, how to make the most accurate decisions is a challenge faced by decision-makers. To enable companies to make better strategic decisions, this study incorporates key environmental factors when constructing a quantitative SWOT model and uses various information analysis methods to transform the original environmental information into strategic decision-making for the company. By combining the AHP method with an expert system, the weights of each strategic factor are obtained, and finally, a combined weight vector is calculated to obtain the optimal strategy for the company. This demonstrates that applied decision analysis plays a vital role in the field of strategic management.

Comparison of Studies:

Table No. (01): Comparison between previous studies and the current study

Main results	Main variables	Target environment	methodology	the address
The impact of strategic management practices on decision-making in a dynamic environment	Strategic management practices, effective decision making	CONSTRUB-EST Foundation	Field study	Me
The impact of decision-making patterns on organizational performance	Decision-making styles (intuitive and rational), organizational performance	Diverse regulatory environments	Literary analysis	Study by Sinnaiah et al. (2023)
The impact of digital transformation on decision-making frameworks	Digital decision-making frameworks, digital transformation, artificial intelligence	Diverse digital environments	Literary analysis	StudyChorli&Kazemi (2023)
The role of applied decision analysis in the strategic management	Applied Decision Analysis, Quantitative SWOT Model, AHP	Diverse industrial environments	Applied analysis	Zhang (2023)

process				

Source: Prepared by the researcher

2-The Theoretical Framework of Strategic Management

2-1 General Information on Strategic Management:

Strategic management is an integrated process consisting of several steps, including analyzing the organization's internal environment, analyzing its current situation, including its strengths and weaknesses, understanding the organization's resources, defining its objectives, and analyzing the strategies and decisions taken to achieve those objectives.[1]

It is defined as the management responsible for strategic decisions. It also specializes in developing long-term plans, in addition to analyzing the organization's external environment, such as competitors [2] and any external factors that could negatively or positively impact the organization's operations. It compiles all this data and then makes strategic decisions based on it to develop the organization as a whole and achieve its long-term objectives.

Strategic management is also defined as: "A process that includes environmental analysis by senior managers for the purpose of strategy formulation, implementation, and monitoring. It is a set of ongoing activities that systematically organizes resources in line with the vision, mission, and strategy across the organization."[3]

However, it is important to differentiate between the concept of strategic management and the concept of strategic planning, as they are often confused. Strategic management is the link between marketing management, finance and financial accounting, development, production, and information systems and computers. Strategic management helps integrate the previous departments to achieve desired goals. Based on the numerous definitions presented, which space does not permit, we can provide a definition of strategic management as follows: "Strategic management is a long-term vision that clarifies an organization's future vision, or it is the process of formulating the relationship between the organization and its environment by defining the mission, objectives, and activities undertaken by the organization."[4]

2.2 Characteristics of Strategic Management:

The characteristics of strategic management are as follows: [5]

Strategic management is a comprehensive management framework that seeks to improve organizational performance and increase productivity and profitability by efficiently and effectively deploying resources to achieve long-term goals. Its most important characteristics can be highlighted as follows:

-Focus on the future and strategic vision:

Strategic management aims to build a clear and sustainable future vision based on enhancing competitive advantage and achieving long-term sustainability, while striving to achieve above-average returns in a competitive market.

-Practiced at the senior management level:

Strategic management is a key function of senior management, where critical decisions are made that guide the entire course of the organization. Other organizational units implement these decisions through plans and policies that translate strategic directions into practical reality.

-Analysis of the internal and external environment:

Strategic management enables an organization to accurately assess its environment by analyzing internal strengths and weaknesses, and external opportunities and threats. This is a fundamental step in directing efforts toward continuous improvement and development.

- A tool for adaptation and growth:

Strategic management is an effective means of adapting to environmental changes, whether economic, technological, or competitive, enhancing an organization's ability to grow and survive in contemporary markets.

-Enhances the decision-making process:

Strategic management provides a reliable scientific framework for making sound decisions based on accurate information and systematic analysis, increasing the effectiveness of organizational policies and reducing risks.

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Strategic management provides a reliable scientific framework for making sound decisions based on accurate information and systematic analysis, increasing the effectiveness of organizational policies and reducing risks.[9]

-Strategy Evaluation:

Strategy evaluation is the final stage in the strategic management process. As long as managers want to know when a strategy is not working properly, strategy evaluation is the appropriate means of obtaining that information. All strategies are subject to modification in the future, as internal and external factors are constantly changing. The strategy evaluation stage includes the following activities:

 Reviewing the internal and external elements that form the basis of current strategies.

 Measuring performance.

 Making corrective decisions.

Strategic evaluation is required, as current success does not necessarily indicate future success.

3- Basic Concepts about Decision-Making:

Decision-making is one of the essential functions of modern management, representing the essence and fundamental pillar of the administrative process. Decisions represent turning points in the path of organizations and largely determine their ability to respond to challenges and achieve goals. - The Concept of Decision-Making:[10]

Decision-making is a mental, psychological, and behavioral process that involves seeking to gather as much information as possible about the available alternatives for a solution,10 and then selecting the most appropriate alternative from these alternatives within specific strategies to achieve the desired results. The concept of decision-making focuses on selecting the most appropriate, not the optimal, alternative to achieve the desired goals or find the appropriate solution to the problem. The decision-making process is also considered a series of individual responses to a problem until the individual chooses the most appropriate alternative to address the problem.[11]

-Elements of the Decision-Making Process

Decision-making is a complex process involving several essential elements that must be integrated to achieve a rational and effective decision. The most prominent of these elements are the following:[12]

-The Problem:

This represents the starting point of the decision-making process and is defined as the gap between the current situation and the desired situation. Problems are classified into two types: structured problems, characterized by clear causes and abundant information, and unstructured problems, which lack sufficient information and require effort and deduction to understand. Decision-maker: The active element in the process, which may be an individual or a group. The effectiveness of a decision depends on the decision-maker's competence and ability to analyze the problem, collect data, generate and evaluate alternatives, select the most appropriate alternative, and then follow through with implementation. The higher these competencies, the greater the chances of making sound decisions.[13]

Decision Alternatives:

-Represent the core of the decision-making process, as decisions are only made when more than one option is available. The absence of alternatives eliminates the need for choice, and therefore, there is no decision process in the strict sense.

Objective:

Objectives represent the compass that guides the decision-making process. They define the criteria used to compare alternatives and determine the nature of the decision (strategic, tactical, or operational) based on the time horizon and organizational impact of each objective.

Conditional Outcomes:

This stage involves estimating the expected outcomes of each alternative. The decision maker evaluates the potential return or impact resulting from implementing each option, which helps make a decision based on an objective analysis of risks and returns.

4-Common characteristics between strategic decisions and strategic management[14]:

Strategic decisions are similar to the characteristics of strategic management in terms of:

 Long-term dimension: They focus on the future and their effects extend over a long period of time;

 Holistic nature: It affects the organization as a whole, not limited to a specific unit or department.

 Reliance on complex information: It requires the use of multiple analytical tools and careful evaluation of alternatives.

 Risk-related: Strategic decisions are often fraught with uncertainty.

Levels of Decision-Making in Strategic Management:

Decisions made within the strategy are divided into:

 Strategic decisions: These are made at the top of the administrative hierarchy and determine the overall direction of the organization.

 Tactical decisions: These are made at the middle management level to implement the strategy.

 Operational decisions: These are made at the executive management level to ensure daily operations are aligned with overall objectives.

Methods and Procedures:

To collect the necessary data to determine the impact of strategic management practices on effective decision-making, the study tool, a questionnaire, was designed and tested. It was designed after consulting a group of researchers and professors with extensive research in this field, in addition to reviewing various references and literature related to management and previous studies. This was done according to a five-point Likert scale. All essential aspects were considered in the formulation of the questions to ensure coherence between the topics. The questionnaire was presented to a number of arbitrators, and all guidelines and directives were followed.

1- Study Population and Sample:

The study population consists of all senior management personnel, including heads of departments at the EST-CONSTRUB Construction and Development Corporation. The sample studied is characterized as a random sample related to the strategy followed by the corporation, estimated at 31 individuals.

2- Study Tool:

To achieve the previous purpose of the questionnaire, the researcher designed a questionnaire aimed at measuring the opinions of the sample members on the study topic (the impact of strategic management practices on effective decision-making). The questionnaire consists of two sections:

Section One: Personal data specific to the study sample (gender, age group, current job field, educational qualifications, years of service)

Section Two: This section includes two axes as follows:

Axis One: Concerning strategic management practices, it consists of 12 paragraphs distributed across three areas.

Axis Two: Concerning decision-making, it includes 12 statements. These are shown in the following table:

Table No. (2): Distribution of form paragraphs

Number of paragraphs	Dimensions	Variables
From 01 to 04	Strategy formulation	Strategic management
From 05 to 08	Strategy implementation	
From 9 to 12	Strategy Evaluation	
From 01 to 12	Effective decision making	Effective decision making
24	Total paragraphs	

Source: Prepared by the researcher, based on SPSS outputs, version 26.

3- Statistical Analysis:

In this research, we used the Statistical Package for Statistics (SPSS) version 26 to analyze the study data. Percentages and frequencies were calculated to describe the study sample. We also used Cronbach's alpha to test the reliability of the study tool. We used descriptive statistics (arithmetic means and standard deviations) to determine the sample members' attitudes toward the dimensions of the study variables. We also conducted simple linear regression to test the effect.

IV. Presentation and Discussion of Results:

1- Reliability of the Study Tool:

To measure the reliability of the study tool, Cronbach's alpha was used, as shown in Table (3)

Table (3): Cronbach's alpha coefficient for measuring the reliability of the questionnaire.

Self-honesty	Cronbach's alpha coefficient	Number of paragraphs	field
0.912	0.833	12	Strategic management practices
0.799	0.639	12	Effective decision making
0.910	0.829	24	All survey areas

Source: Prepared by the researcher, based on SPSS outputs, version 26.

Reliability: The positive square root of Cronbach's alpha coefficient*

The table above shows the results of the consistency method for the reliability coefficient of the study instrument. The overall Cronbach's alpha coefficient value reached 0.829, which is a very high value, indicating that the questionnaire designed by the researcher, if administered

to an individual or a group of individuals multiple times, will yield the same results or estimates. Therefore, the study questionnaire can be described as reliable. The self-reliability coefficient value reached 0.910, which is a very high value, indicating that the questionnaire designed by the researcher has proven its validity in measuring what it was designed to measure.

2- Internal Consistency Validity

The internal consistency validity of this questionnaire was calculated by estimating the correlation between the score of each item and the total score of the dimension to which it belongs. The table below shows the correlation coefficient between each item in the field of strategic management practices and the total score for the field.

Table No. (4): Pearson's Correlation Coefficient for Strategic Management and Decision Effectiveness

Present Value (sig(	Pearson's correlation coefficient	Dimensions	Axes
0.000*	0.823	Strategy formulation	Strategic management practices
0.000*	0.648	Strategy implementation	
0.000*	0.811	Strategy Evaluation	
0.012*	0.444	Effective decision making	Effective decision making

Source: Prepared by the researcher based on the outputs of V(SPSS)26

The table above shows that the correlation coefficient between each item in the strategic management practices domain and the total score for the domain is significant at a significance level of $\alpha \geq 0.05$, thus the axis is considered valid for what it was designed to measure. In addition, the correlation coefficient between each item in the decision-making effectiveness domain and the total score for the domain is significant at a significance level of $\alpha \geq 0.05$, thus the axis is considered valid for what it was designed to measure. The correlation coefficient ranges between 0.444 and 0.823, reflecting the presence of a positive correlation and a direct relationship between the variables and the dimensions they comprise, thus reflecting the extent of their validity with respect to what they were designed to measure.

3- Sample characteristics:

Table No. (05): Frequency distribution of the study sample individuals' personal data.

%	repetition	variable	Personal data	%	repetition	variable	Personal data
3.2	1	Secondary	Educational	77.4	24	Male	Sex

		school below	level				
9.7	3	Vocational training		22.6	7	female	
45.2	14	Bachelor's degree					
12.9	4	Master					
29	9	engineer					
9.7	3	High frame	Current job	6.5	2	Under 30 years old	Age group
90.3	28	framework		25.8	8	30 to under 40 years old	
				41.9	13	40 to under 50 years old	
				25.8	8	50من فأكثر	
6.5	2	Under 5 years					Years of service
22.6	7	5-10					
9.7	3	10-15					
61.3	19	15 and older					
100	31	the total					

*** Source: Prepared by the researcher based on the outputs of SPSS V2.**

It is noted from the table above that the majority of sample members were male, representing 77.4%, while females represented 22.6%. This is due to the nature of the work, which relies more on men. Regarding age group, the majority of sample members were between 40 and under 50 years old, representing 41.9%. This was followed by those between 30 and under 40 years old, representing 25.8%, and those between 50 and over, representing 25.8%. The under-30 age group ranked last, representing 6.5%. This confirms the institution under study's efforts to strengthen its capabilities with young cadres capable of keeping pace with the transformations and changes taking place in the environment and acquiring skills and experience more quickly. Regarding educational level, university (diploma, bachelor's) ranked first, representing 45.2%, followed by the higher education level, representing 3.2%.

The educational levels of sample members were ranked in this manner due to the following: Given the nature of the institution's activity, which requires highly qualified individuals, the institution under study requires leadership competencies capable of making decisions using scientific methods. Regarding years of service and seniority, it is noted that 61.3% of the institution's employees had worked for 15 years or more, followed by 22.6% for individuals with 5 to less than 10 years, followed by 9.7% for those with 10 to less than 15

years, and finally, 6.5% for those with less than 5 years. These results indicate the presence of experience among the sample members.

4- Analysis of the Study Tool Axes

We analyze the study's in-depth axes on strategic management practices and decision-making using statistical methods represented by the arithmetic mean and standard deviation.

4-1 Results for the first question: What is the level of strategic management practices in the institution under study?

This axis presents and analyzes the results obtained by calculating the arithmetic mean and standard deviation for each dimension of strategic management, as follows:

Strategy Formulation:

The following table shows the in-depth results for the strategy formulation dimension, as follows:

Table No. (06): Arithmetic means and standard deviations of respondents' opinions on strategy formulation

Sort by importance	Level of approval	standard deviation	arithmetic mean	phrase	
03	high	0.68	3.74	The organization has a clear and declared vision.	01
02	high	0.79	3.80	The organization's strategic objectives are clear and understandable.	02
01	high	0.53	4.09	Senior management actively participates in strategy formulation.	03
04	high	0.69	3.70	The strategy is reviewed and updated periodically.	04
/	high	0.67	3.83	Total after strategy formulation	

* Source: Prepared by the researcher based on the outputs of SPSS V2.

Table (6) shows the results of a survey of respondents' opinions at the Construction and Urbanization Establishment for the East (CONSTRUB-EST) regarding the strategy formulation dimension, providing the arithmetic means and standard deviations for each statement, in addition to the level of agreement and ranking by importance. The overall arithmetic mean was estimated at 3.83, indicating that the majority of respondents agree on the effectiveness of strategy formulation within the organization. This general agreement reflects the stability of strategic processes and enhances the organization's ability to adapt to environmental changes.

While the overall standard deviation was estimated at 0.67, indicating moderate variation in opinions among respondents. This variation may indicate differences in the understanding or

application of strategy formulation practices among individuals or different departments within the organization.

Regarding the ranking of statements by importance, which in turn reflects respondents' priorities in evaluating strategy formulation, we find that:

The third statement: "Senior management participates effectively in strategy formulation" ranked first, indicating that respondents consider the role of senior leadership to be crucial. The success of the strategy formulation process.

The second statement: "The organization's strategic objectives are clear and understandable" ranked second, indicating the importance of clarity of objectives in guiding efforts and achieving strategic success.

The first statement: "The organization has a clear and declared vision" ranked third, indicating that having a clear vision is essential for guiding strategies and achieving objectives.

The fourth statement: "The strategy is reviewed and updated periodically" ranked fourth, indicating the importance of periodic review to ensure the strategy's alignment with environmental and internal changes.

Thus, the results generally indicate that the organization has effective strategic practices, particularly in the areas of senior management involvement and clarification of strategic objectives. However, it is noted that there is room for improvement in the process of periodically reviewing and updating the strategy, as there is greater variation in opinions on this dimension.

By strengthening these aspects, the organization can enhance the effectiveness of its strategies and better adapt to changing environmental challenges.

-Strategy Implementation:

The following table shows the in-depth results for the strategy implementation dimension as follows:

Table No. (07): Arithmetic means and standard deviations Respondents' opinions on strategy implementation

Sort by importance	Level of approval	standard deviation	arithmetic mean	phrase	
4	high	0.97	3.67	The strategy is explained to all employees before it is implemented.	01
3	high	0.70	3.80	Clear, specific implementation plans are prepared based on the strategy.	02
2	high	0.67	3.87	Appropriate resources (human, financial, technological) are allocated to implement the strategy.	03

1	high	0.56	3.87	The organization has the necessary competencies to implement the strategy.	04
/	high	0.72	3.80	Total dimension strategy implementation	

Source: Prepared by the researcher based on the outputs of SPSS V2.

Based on the results of Table (7) regarding respondents' opinions regarding strategy implementation at the Construction and Urban Planning Institution of the East (CONSTRUB-EST), the overall arithmetic mean was estimated at 3.80 (high) and a standard deviation of 0.72 (low). These values indicate general agreement among respondents regarding the effectiveness of strategy implementation, with slight variation in opinions.

Regarding the ranking of statements according to importance, which in turn reflects respondents' priorities in strategy implementation:

Regarding the fourth statement, which states that the institution has the necessary competencies to implement the strategy, it ranked first with the highest arithmetic mean (3.87) and the lowest standard deviation (0.56), indicating broad agreement among respondents that the institution possesses the necessary competencies. This is followed by the third statement, which states that the institution allocates appropriate resources to implement the strategy, with an arithmetic mean of (3.87) (high) and a low standard deviation of (0.67), indicating agreement in allocating appropriate resources. The second statement ranked third, stating that the organization under study develops clear, specific implementation plans based on the clarity of the implementation plans. The first statement ranked last, stating that the organization under study clarifies the strategy to all employees before beginning implementation. The mean score was 3.67 with a standard deviation of 0.97, indicating greater variation in opinions regarding the clarity of the strategy for all employees.

In general, respondents expressed appreciation for the organization's efforts to provide a work environment equipped with the necessary resources and competencies. However, there is a need to enhance communication and clarification to ensure everyone understands the strategy and its objectives.

-Strategy Evaluation:

The following table shows the results related to the strategy evaluation dimension as follows:

Table No. (08): Arithmetic means and standard deviations of respondents' opinions on strategy evaluation

Sort by importance	Level of approval	standard deviation	arithmetic mean	phrase	
3	very high	0.52	4.29	The organization has a specific system for evaluating the strategy after implementation.	01
4	high	0.60	4.19	The reasons for deviations	02

				between actual and targeted results are identified.	
2	very high	0.53	4.32	The evaluation results are taken into account in future strategies.	03
1	very high	0.56	4.41	Decision-makers are involved in reviewing the evaluation results.	04
/	very high	0.55	4.30	Total after strategy evaluation	

Source: Prepared by the researcher based on the outputs of SPSS V2.

Based on the results of Table (8) regarding respondents' opinions on the strategy evaluation at the East Construction and Urbanization Institution (CONSTRUB-EST), the following was concluded:

The overall arithmetic mean was estimated at 4.30 (very high) and a standard deviation of 0.55 (low), indicating general consensus among respondents regarding the effectiveness of the strategy evaluation, with slight variation in opinions.

Regarding the ranking of statements according to importance, which in turn reflects respondents' priorities in strategy evaluation:

Regarding the fourth statement, which states the involvement of decision-makers, it ranked first with a very high arithmetic mean (4.41) and the lowest standard deviation (0.56), indicating broad agreement among respondents on the importance of involving decision-makers in reviewing evaluation results. As for the third statement, which states that the institution takes evaluation results into account in future strategies, it ranked second with a very high arithmetic mean (4.32) and a low standard deviation. (0.53), indicating agreement on the importance of using evaluation results in future strategies.

The first statement ranked third, stating that there is a system for evaluating the strategy, with an arithmetic mean of 4.29 and a low standard deviation of 0.52, indicating respondents' agreement on the existence of a specific system for evaluating the strategy after implementation.

Finally, the second statement ranked last, stating that there is a need to identify the causes of deviation, with an arithmetic mean of 4.19 and a moderate standard deviation of 0.60, indicating respondents' agreement on the importance of identifying the causes of deviations between actual and targeted results.

Finally, it can be said that respondents showed appreciation for the organization's efforts to periodically and effectively evaluate the strategy. However, there is a need to enhance communication and clarification to ensure everyone understands the evaluation results and their impact on future strategies.

-Decision-making Analysis:

The following table shows the results related to the decision-making axis as follows:

Table No. (09): Arithmetic means and standard deviations of respondents' opinions on decision-making

Sort by importance	Level of approval	standard deviation	arithmetic mean	phrase	
3	high	0.97	3.71	Your organization is keen to obtain all the necessary information to ensure effective decision-making.	01
11	middle	1.14	3.37	You will receive information when making a decision in a timely manner.	02
8	high	1.11	3.56	You have the ability to choose the most appropriate alternative to implement on the ground.	03
4	high	0.99	3.69	Your organization has the flexibility to adjust decisions to suit different developments.	04
6	high	1.14	3.63	Your organization formulates decisions in a clear and simple manner, which speeds up their implementation.	05
10	high	1.25	3.43	You make the decision based on the support and participation of your colleagues.	06
12	middle	1.26	3.22	Your organization's rules and regulations greatly support participation in decision-making.	07
09	high	1.31	3.40	You have the ability to include mistakes made in decisions.	08
1	high	0.75	4.04	Your organization takes into account the interests of all stakeholders when making decisions.	09
2	high	0.92	4.03	You rely on modern technical methods to help in decision-making.	10
7	high	0.98	3.62	Your organization continuously follows up on the decisions taken to ensure that they are properly implemented.	11
5	high	0.99	3.65	The actions taken by your organization recently are successful in decision effectiveness.	12
/	high	1.06	3.61	Total Axis (Decision Making)	

Source: Prepared by the researcher based on the outputs of SPSS V2.

The table above shows the following:

The overall arithmetic mean was 3.61 (high) and the overall standard deviation was 1.06 (high), indicating that the majority of respondents agree on the effectiveness of the organization's decision-making practices. However, there was a significant divergence in opinions, which calls for further analysis and interpretation.

Regarding the ranking of statements by importance, which in turn reflects respondents' priorities in decision-making, statement nine ranked first, stating that the organization takes into account the interests of all stakeholders, with the highest arithmetic mean of 4.04 and the lowest standard deviation of 0.75. This indicates broad agreement among respondents on the importance of considering the interests of all stakeholders when making decisions. Statement ten followed in second place, stating that the organization uses modern technical methods, with a high arithmetic mean of 4.03 and a moderate standard deviation of 0.92. This indicates agreement on the importance of using modern technical methods in decision-making, while statement two ranked eleventh, stating that On the timely availability of information, it achieved the lowest mean (3.37) with the highest standard deviation (1.14), indicating a significant disparity in opinions regarding the availability of timely information. Finally, the seventh statement, which states that laws support participation in decision-making, also achieved a low mean (3.22) with a high standard deviation (1.26), indicating a disparity in opinions regarding the support of laws and regulations for participation in decision-making.

Thus, it can be said that respondents show appreciation for the organization's efforts to make decisions that take into account the interests of all parties and utilize modern technological methods. However, there is a need to enhance communication and ensure the timely availability of information to all stakeholders.

5-The Impact of Strategic Management Practices on the Quality and Effectiveness of Decisions

5.1 Testing the Main Hypothesis:

The results for the third question were analyzed by answering the following hypothesis: "There is no statistically significant effect at the significance level ($\alpha \geq 0.05$) of strategic management on decision-making in the organization under study".

To test this hypothesis, simple linear regression was used. The results can be summarized as follows: Statistical analysis in the following table:

Table No. (10): Results of the simple linear regression test for the main hypothesis.

Explanation factor B	Statistical decision	Sig	standard error	Modified coefficient of determination	Coefficient of determination 2R	Correlation coefficient R	Variables	
							dependent variable	independent variable
2.406 0.469	rejection	0.000 *	0.341	0.427	0.446	0.668	making decisions	Strategic management

Source: Prepared by the researcher based on the outputs of SPSS V2.

From the previous table, it is clear that the correlation coefficient (R) was estimated at (R = 0.668), indicating a moderate to strong positive relationship between strategic management and decision-making. The coefficient of determination (R^2) was estimated at ($R^2 = 0.446$), meaning that 44.6% of the variance in decision-making can be explained by strategic management. The adjusted coefficient of determination was estimated at (Adjusted $R^2 = 0.427$), taking into account the number of variables in the model, indicating that 42.7% of the variance in decision-making is attributable to strategic management. The standard error value was (0.341), indicating that the expected estimates for decision-making range within this value around the mean.

The Sig value = 0.000* is less than 0.05, indicating that the relationship between strategic management and decision-making is strongly statistically significant. Based on the significance level, the null hypothesis is rejected. This indicates that strategic management has a significant impact on decision-making.

From the above, we can derive the regression equation:

$Yi=0.469x+2.406+\varepsilon i$

Where:

Yi: The expected value of the dependent variable (decision-making) for observation i.

Xi: The measured value of the independent variable (strategic management) for observation i.

:2.406The constant term (also known as the constant coefficient or intercept), which is the expected value of Yi when Xi = 0.

:0.469The regression coefficient (also known as the slope), which is the expected change in Yi with each one-unit increase in Xi.

εi: The random error or residual for observation i, which represents the differences between the actual and predicted values.

5.2Statistical Testing of Sub-Hypotheses

Statistical Testing of Sub-Hypothesis 1:

H1.1: There is no statistically significant effect at the significance level ($\alpha \geq 0.05$) of strategy formulation on decision-making in the organization in question. The study.

Table No. (11): Results of the simple linear regression test for the first sub-hypothesis

Explanation factor B	Statistical decision	Sig	standard error	Modified coefficient of determination	Coefficient of determination 2R	Correlation coefficient R	Variables	
							dependent variable	independent variable

2.506 0.440	rejection	0.004 *	0.396	0.226	0.251	0.501	making decisions	Strategic management

Source: Prepared by the researcher based on the outputs of SPSS V2.

From the previous table, it is clear that the correlation coefficient (R) was estimated at (R = 0.668), indicating a moderate to strong positive relationship between strategic management and decision-making. The coefficient of determination (R^2) was estimated at ($R^2 = 0.446$), meaning that 44.6% of the variance in decision-making can be explained by strategic management. The adjusted coefficient of determination was estimated at (Adjusted R^2 = 0.427), taking into account the number of variables in the model, indicating that 42.7% of the variance in decision-making is attributable to strategic management. The standard error value was (0.341), indicating that the expected estimates for decision-making range within this value around the mean.

The Sig value = 0.000* is less than 0.05, indicating that the relationship between strategic management and decision-making is strongly statistically significant. Based on the significance level, the null hypothesis is rejected. This indicates that strategic management has a significant impact on decision-making.

From the above, we can derive the regression equation:

$Yi=0.469x+2.406+\varepsilon i$

Where:

Yi: The expected value of the dependent variable (decision-making) for observation i.

Xi: The measured value of the independent variable (strategic management) for observation i.

:2.406The constant term (also known as the constant coefficient or intercept), which is the expected value of Yi when Xi = 0.

:0.469The regression coefficient (also known as the slope), which is the expected change in Yi with each one-unit increase in Xi.

εi: The random error or residual for observation i, which represents the differences between the actual and predicted values.

5.2Statistical Testing of Sub-Hypotheses

Statistical Testing of Sub-Hypothesis 1:

H1.1: There is no statistically significant effect at the significance level ($\alpha \geq 0.05$) of strategy formulation on decision-making in the organization in question. The study.

Table No. (12): Results of the simple linear regression test for the first sub-hypothesis

Explanation factor B	Statistical decision	Sig	standard error	Modified coefficient of determination	Coefficient of determination 2R	Correlation coefficient R	Variables	
							dependent variable	independent variable
3.578 0.150	Accept	0.228 *	0.446	0.017	0.050	0.223	making decisions	Strategic management

Source: Prepared by the researcher based on SPSS V2.6 outputs.

Statistically significant at a significance level of $\alpha \leq 0.05$.

It is noted from the table above:

-The correlation coefficient value is 0.223, which indicates a weak direct relationship between strategy implementation and decision-making.

-The coefficient of determination (R^2) indicates that only 5% of the variance in decision-making can be explained by strategy implementation, while 95% of the changes in decision-making are due to other factors.

-The adjusted coefficient of determination value: Adjusted $R^2 = 0.017$, which indicates that 1.7% of the variance in decision-making is attributable to strategy implementation, taking into account the number of variables in the model.

-The standard error value: Standard error = 0.446, which indicates that the expected estimates of decision-making range within this value around the mean.

-The significance level value (Sig = 0.228) is greater than 0.05, which indicates that the relationship between strategy implementation and decision-making is significant. Strong statistic. Based on the significance level, the null hypothesis is accepted, indicating that strategy implementation does not significantly affect decision-making.

•Explanation Coefficient (B): A value of B = 0.150 means that for every one-unit increase in strategy implementation, decision-making increases by 0.150 units, holding other factors constant.

The regression equation is shown below:

$Yi = 0.150x + 3.578 + \varepsilon i$

This means that every one-unit increase in strategy formulation leads to an increase in decision-making by 0.150.

Statistical Test of the Third Sub-Hypothesis:

H1.3: "There is no statistically significant effect at the significance level ($\alpha \geq 0.05$) of strategy evaluation on decision-making in the organization under study".

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Table No. (13): Results of the simple linear regression test for the third sub-hypothesis

Explanation factor B	Statistical decision	Sig	standard error	Modified coefficient of determination	Coefficient of determination 2R	Correlation coefficient R	Variables	
							dependent variable	independent variable
1.403 0.630	rejection	0.000 *	0.346	0.409	0.429	0.655	making decision	Strategic management

Source: Prepared by the researcher based on SPSS V2.6 outputs.

Statistically significant at a significance level of $\alpha \leq 0.05$.

Table (12) shows the following:

The correlation coefficient (R) is estimated at 0.655. This figure indicates a moderate positive relationship between strategy evaluation and decision-making. The better the strategy evaluation, the more effective the decision-making process.

The coefficient of determination (R^2) shows that 42.9% of the variance in decision-making can be explained by strategy evaluation. This indicates that there are other unconsidered factors that influence decision-making.

The adjusted coefficient of determination (R^2) is estimated at 0.409. This coefficient takes into account the number of independent variables in the model and the sample size. It is also noted that the adjusted value is close to R^2, indicating that the model does not contain unnecessary independent variables.

The standard error is 0.346. This figure shows the extent to which the predicted values are dispersed from the actual values. The lower the standard error, the more accurate the predictions.

Significance level (Sig.) 0.000 The value is less than 0.05, which means that the relationship between strategy evaluation and decision-making is strongly statistically significant. Since the significance level is less than 0.05, we reject the null hypothesis (H_0), which states that strategy evaluation has no effect on decision-making.

The coefficient of interpretation is 0.630 (B), indicating that every one-unit increase in strategy evaluation corresponds to a 0.630-unit increase in decision-making effectiveness.

Thus, the results indicate that there is a statistically significant positive relationship between strategy evaluation and decision-making effectiveness at CONSTRUB-EST. It is recommended to focus on improving strategic management practices to enhance the effectiveness of decision-making in the organization.

The regression equation is shown below:

$Yi=0.630\ x +1.403 + \varepsilon i$

This means that every one-unit increase in strategy evaluation leads to a 0.630-unit increase in decision-making.

6- Results:

Through the applied study conducted at the level of the "Eastern Construction and Urban Planning Corporation" in the state of Annaba, the following conclusions can be drawn:

6.1Results related to sample characteristics:

The majority of the sample was male, representing 77.4%, due to the nature of the work.

The majority of employees were aged between 40 and under 50 (41.9%), indicating the intellectual and physical maturity of the sample.

The majority of the sample had a bachelor's degree (45.2%). The institution under study requires sample members with a good educational level, possibly due to the sensitivity of the tasks assigned to them.

Most of the sample members held the "Clerical" job title, at the top of the ranking (90.3%). This result serves the current study.

Most employees had work experience (15 years or more), representing 61.3%. This indicates that the institution places great importance on experienced individuals, considering them the group that possesses the knowledge and skills that it leverages to achieve its goals. 6.2 Results related to the study's themes:

The correlation coefficient (R) value is estimated at 0.668, indicating a moderate to strong positive relationship between strategic management and decision-making. This result reflects that adopting strategic management practices contributes significantly to improving the effectiveness of decision-making within an organization. The clearer and more directed strategies are, the greater the organization's ability to adapt to environmental changes and make informed decisions that support its objectives.

The correlation coefficient (R) value is estimated at 0.501, indicating a moderate positive relationship between strategy formulation and decision-making. This result demonstrates that the strategy formulation process, which includes setting goals and planning paths, directly impacts the quality of decisions made. The more precisely formulated strategies are based on comprehensive analysis, the more effective the decisions made. The correlation coefficient (R) value is estimated at 0.223, indicating a weak direct relationship between strategy implementation and decision-making. This result suggests that simply implementing strategies without careful monitoring and continuous evaluation may not be sufficient to improve decision-making effectiveness. Implementation must be accompanied by evaluation and review mechanisms to ensure the achievement of desired objectives.

The correlation coefficient (R) value is estimated at 0.655, indicating a moderate positive relationship between strategy evaluation and decision-making. This result demonstrates that periodically evaluating strategies can provide valuable insights into the effectiveness of

decisions made. Through continuous evaluation, areas for improvement can be identified and strategies can be modified to reflect environmental and internal changes.

The study results indicate that strategic management has a significant impact on improving the decision-making process within an organization. This means that adopting effective strategic practices can enhance the effectiveness of decisions made, contributing to improved overall organizational performance. The study found that the strategy formulation process plays an important role in improving decision-making. This means that focusing on developing clear and specific strategies can lead to more effective decisions, enhancing an organization's ability to adapt to environmental changes and achieve its goals.

The study found that strategy implementation has no significant impact on improving decision-making. This may mean that other factors are more influential in the decision-making process, or that strategy implementation is not being optimal.

The study found that strategy evaluation has a significant impact on improving decision-making. This means that organizations that periodically evaluate their strategies can identify strengths and weaknesses, which helps in making more informed and effective decisions.

The study results indicate that strategic management, particularly in the areas of strategy formulation and evaluation, has a significant impact on improving the decision-making process within an organization. Therefore, it is recommended to focus on developing and implementing effective strategies and periodically evaluating them to ensure improved performance and informed decision-making that leads to achieving organizational goals.

Conclusion:

Based on the results of the field study conducted at CONSTRUB-EST, it is clear that strategic management is a pivotal factor in enhancing the effectiveness of decision-making within an organization. The results showed a statistically significant positive relationship between strategy formulation, strategy evaluation, and overall strategic management, and improving the effectiveness of decision-making. In contrast, weak results were found between strategy implementation and decision-making, indicating the need to improve implementation and follow-up mechanisms. These findings indicate the importance of focusing on developing strategic management practices, particularly in the areas of formulation and evaluation, to ensure improved decision-making effectiveness. By strengthening these aspects, the organization can better adapt to environmental changes and achieve its objectives more efficiently.

Therefore, it is recommended to develop effective implementation mechanisms that ensure accurate strategy implementation, with a focus on continuous training of human resources, improving information systems, and promoting a culture of continuous evaluation to ensure sustainable organizational success.

Recommendations:

 Enhancing the strategy formulation process: The organization should focus on developing the skills of work teams in analyzing the environment and clearly defining strategic objectives, which contributes to improving the quality of decisions.

 Continuous monitoring and evaluation: Periodic evaluation mechanisms should be implemented to measure the effectiveness of the strategies adopted, which helps in quickly adapting to changes and ensuring the achievement of objectives.

 The need to adopt a systematic and integrated framework for implementing strategic management, including formulating the vision and mission, setting long-term objectives, analyzing the internal and external environment, and developing flexible implementation plans.

 Training and development of human resources: Providing training programs to enhance employee decision-making skills, which contributes to improving the organization's overall performance.

 Stimulating a spirit of innovation among managers and employees by adopting flexible management methods based on design thinking and generating unconventional alternatives to solve problems.

 Establishing administrative governance practices that ensure transparency, accountability, and participation in the decision-making process, thus enhancing the credibility and sustainability of strategic decisions.

 Building a strategic performance measurement system based on clear indicators, so that measurement results are used as inputs for modifying policies and decisions in light of actual results.

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