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# "Strategic Decision-Making and Its Impact on Organizational Performance in the Public Sector: An Empirical Case Study of the Operational Directorate of Algérie Télécom in Béchar Province"

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Published: 21/05/2025

Published: 06/08/2025

Date de publication: 22 /11/2025

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## **Abstract:**

This study examines the impact of strategic decision-making on organizational performance, with a focus on Algeria Telecom's Operational Directorate in Béchar. Utilizing both theoretical frameworks and empirical data, the research identifies key elements of effective decision-making such as environmental analysis, stakeholder engagement, and strategic flexibility and evaluates their influence on performance indicators including efficiency and employee motivation. A structured questionnaire was administered, and the data were analyzed using SPSS. The findings reveal a statistically significant and positive relationship between strategic decision-making and organizational performance, underscoring the importance of informed, participatory, and adaptive decisions in enhancing organizational outcomes.

**Keywords:** Strategic decision-making; Organizational performance; Public sector; Algeria Telecom; Decision analysis.

**Jel Classification Codes :** M10, M12, D70, L32, O21.

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## 1. Introduction :

Today's organizations operate in an increasingly complex and rapidly changing environment. This dynamic setting shaped by accelerated global developments, both influences and is influenced by organizational behavior. Such conditions intensify managerial challenges in achieving institutional goals and necessitate that organizations enhance their ability to adapt to both internal and external environments to ensure continuity and long-term sustainability.

Within this context, the need for strategic decision-making has become essential. No longer limited to routine administrative tasks or short-term crisis responses, strategic decisions now function as vital tools for navigating uncertainty by anticipating environmental changes and responding proactively. These decisions constitute a central stage in the management process, offering a structured approach to resource analysis, alternative evaluation, and the selection of optimal strategies to achieve desired outcomes.

A discussion of strategic decision-making naturally extends to organizational performance, as every organization aims to realize its strategic objectives, boost competitiveness, and enhance overall effectiveness. In volatile and complex environments, strategic decision-making emerges as a key determinant of high performance. Performance, in this sense, reflects an organization's success in meeting its goals, identifying weaknesses, and initiating continuous improvement both at the individual level and across the organizational structure.

Against this backdrop, the present study aims to examine the role of strategic decision-making in enhancing organizational performance, focusing specifically on the Operational Directorate of Algeria Telecom in the Wilaya of Béchar. The main research question guiding this study is:

### **To what extent does strategic decision-making influence organizational performance at Algeria Telecom's Béchar Operational Directorate?**

To answer this research question, several sub-questions are posed:

- What is meant by strategic decision-making?
- What constitutes organizational performance?
- Is there a measurable impact of strategic decision-making on organizational performance within the studied institution?

### **Research Hypotheses:**

- Strategic decision-making at Algeria Telecom – Béchar Directorate is well established and reflects a high level of practice.

- The organizational performance level at the same directorate is notably high.
- Strategic decision-making contributes significantly to the enhancement of organizational performance at Algeria Telecom – Béchar Directorate.

**Aims of the study:** By exploring these questions and testing these hypotheses, the study aims to examine the impact of strategic decision-making on organizational performance, focusing on Algeria Telecom's Operational Directorate in Béchar. It seeks to clarify key concepts, assess the implementation of strategic decision-making practices, and evaluate their contribution to performance improvement within a public-sector context.

## 2. Theoretical Background:

### 2.2 Strategic decision-making concept:

Strategic decision-making constitutes a vital pillar of organizational leadership, as it fundamentally defines the organization's vision, long-term goals, and the allocation of essential resources. Early definitions emphasized the strategic nature of such decisions by focusing on their broad scope and lasting impact. Chandler (1962, pp. 13–18), for instance, described strategic decisions as those that establish an enterprise's fundamental long term objectives, determine the courses of action to achieve them, and allocate the necessary resources. His view underscored the role of strategic decisions in setting organizational direction and influencing enterprise structure and growth.

Building on this perspective, Mintzberg, Raisinghani, and Théorêt (1976, pp. 250–255) offered a process-oriented interpretation, characterizing strategic decisions as inherently complex, non routine, and unstructured. These decisions often involve high levels of uncertainty and ambiguity, requiring extensive information gathering, alternative evaluation, and critical judgment. This interpretation highlights the cognitive and organizational challenges of making strategic decisions, particularly in fast changing, information saturated environments.

Ansoff (1987, pp. 99–104) later introduced an environmental perspective, viewing strategic decisions as mechanisms through which organizations respond to external change and uncertainty. According to Ansoff, strategic decision-making entails choosing appropriate product market combinations and aligning internal capabilities with external opportunities and threats thus ensuring adaptability and competitiveness in dynamic environments.

Later, Contemporary scholars such as Elbanna (2006, pp. 5–10) have further expanded the concept by emphasizing its political and dynamic aspects. Elbanna argued that strategic decision making is not purely rational or linear; rather, it is a socially constructed process shaped by organizational culture, internal power dynamics, stakeholder interests, and external pressures. This interpretation views strategic decisions as outcomes of negotiation, conflict resolution, and consensus building among multiple actors within and beyond

the organization.

Collectively, these theoretical perspectives portray strategic decisions as complex, multi dimensional, and high stakes choices that define an organization's long-term trajectory. Effective strategic decision making demands a combination of rational analysis, creative problem solving, stakeholder engagement, and adaptability. In today's volatile, uncertain, complex, and ambiguous (VUCA) business environment, the ability to make sound strategic decisions is a critical source of competitive advantage and organizational resilience.

## **2.2 Elements of Strategic Decision-Making:**

Strategic decision-making is a multifaceted process that encompasses several critical elements essential for guiding organizations toward long-term success. One fundamental element is environmental analysis, which involves systematically scanning external and internal environments to identify opportunities and threats. This process enables organizations to adapt proactively to changing market conditions (Deep, 2023, pp. 1640–1642). Another vital component is stakeholder engagement. Involving key stakeholders in the decision-making process ensures that diverse perspectives are considered, leading to more robust and acceptable strategic choices. Freeman, Harrison, and Wicks (2010) emphasize that engaging stakeholders enhances the legitimacy and effectiveness of strategic decisions (p. 28).

Risk assessment and management are also crucial elements. Organizations must identify potential risks associated with strategic options and develop mitigation strategies. Scenario planning and sensitivity analysis are tools commonly used to anticipate and prepare for various future scenarios (Schoemaker & Tetlock, 2020, p. 216).

Effective strategic decisions require resource allocation, ensuring that financial, human, and technological resources are aligned with strategic objectives. Proper resource planning prevents organizational strain and enhances the feasibility of strategic initiatives (Hill, Jones, & Schilling, 2023, pp. 144–145).

Finally, strategic flexibility is essential in today's dynamic business environment. Organizations must remain adaptable, allowing for iterative learning and adjustments to strategies as conditions evolve. Doz and Kosonen (2010) highlight that strategic agility enables firms to pivot effectively in response to environmental changes (p. 376).

## **2.3 Organizational Performance :**

Organizational performance indicators are measurable variables that allow researchers and managers to assess the effectiveness and efficiency of an organization in achieving its objectives. These indicators serve as proxies for performance dimensions such as financial outcomes, internal processes, learning, innovation, and stakeholder satisfaction. According to Kaplan and Norton (1996), the Balanced Scorecard framework introduced

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four main categories of performance indicators: financial, customer, internal business processes, and learning and growth, highlighting the need for a balanced set of metrics that align short-term actions with long-term strategy (Kaplan & Norton, 1996, pp. 7–9).

Neely, Gregory, and Platts (2005) emphasized that indicators should be relevant, timely, and aligned with the organization's strategy. They argue that performance measures must not only reflect past results but also provide direction for future improvement (Neely et al., 2005, pp. 122–124). Financial indicators such as ROI, profit margins, and cash flow remain essential; however, non-financial indicators such as customer retention, innovation rate, and employee engagement must complement them.

Although some studies have previously mentioned the importance of strategic alignment, recent literature continues to emphasize the need for performance indicators to be dynamic and adaptable to changing environments. Bititci, Garengo, Ates, and Nudurupati (2015) assert that in the face of technological disruption, performance systems must evolve accordingly to remain effective (Bititci et al., 2015, pp. 170–172).

In knowledge-based economies, performance indicators must also reflect innovation capacity and service quality, which are crucial for maintaining long-term competitiveness and responsiveness (Hbabi & Alomari, 2020, p. 961). Overall, the literature suggests that effective organizational performance measurement requires a comprehensive and integrated system of indicators that account for both tangible results and intangible strategic capacities.

#### **2.4 Organizational Performance Indicators :**

Organizational performance indicators are measurable variables that allow researchers and managers to assess the effectiveness and efficiency of an organization in achieving its objectives. These indicators serve as proxies for performance dimensions such as financial outcomes, internal processes, learning, innovation, and stakeholder satisfaction. According to Kaplan and Norton (1996), the Balanced Scorecard framework introduced four main categories of performance indicators: financial, customer, internal business processes, and learning and growth (Kaplan & Norton, 1996, pp. 7–9). This approach emphasized the need for a balanced set of metrics that align short-term actions with long-term strategy.

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Al-Hiti (2020) emphasized that performance indicators must be derived from the strategic objectives of the organization and must reflect not only the efficiency of internal operations but also the organization's adaptability to its external environment. He also highlighted the role of innovation and service quality as modern

performance indicators in knowledge-based economies (Al-Hiti, 2020, p. 155).

More recent studies, such as those by Bititci, Garengo, Ates, and Nudurupati (2015), suggest that performance indicators should be dynamic and capable of adapting to complex environments and technological change (Bititci et al., 2015, pp. 170–172).

Overall, the literature suggests that effective organizational performance measurement requires a comprehensive and integrated system of indicators that account for both tangible results and intangible strategic capacities.

### **3. Methodology and instrument:**

#### **3.1 Study Population and Sample:**

This study targets a specific population of employees working at Algeria Telecom, particularly those affiliated with the Operational Directorate in the Wilaya of Béchar. The selection of this institution is justified by its organizational relevance and its alignment with the research objectives, which aim to examine the strategic decision-making process and its contribution to enhancing organizational performance.

To obtain the sample, the study employed a non-probability sampling technique, specifically the convenience sampling method. This approach was selected due to practical constraints, including time limitations, restricted resources, and ease of participant accessibility. The total number of employees within the Béchar directorate is approximately 40, from which 31 individuals were selected to participate in the study. This sample size is considered sufficient to meet the research objectives and to provide statistically meaningful insights.

#### **a. The methodological approach and the research instrument:**

A quantitative research approach was adopted as the most appropriate method to address the study's objectives. A structured questionnaire was used as the primary data collection tool. The instrument was divided into two sections: the first section gathered demographic information, while the second focused on the key variables of the study, namely Strategic Decision-Making and Organizational Performance. Responses were recorded using a five-point Likert scale, ranging from "strongly disagree" to "strongly agree". This design was intended to ensure clarity, objectivity, and consistency in the measurement of the constructs.

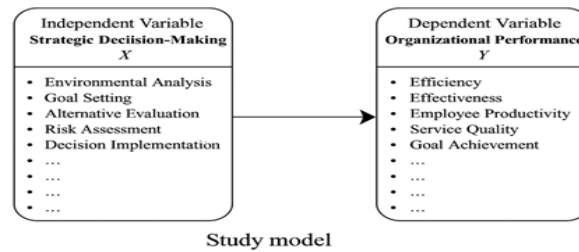
#### **3.2 Statistical Analysis:**

The SPSS software (version 25) was employed to derive various statistical results. The analysis utilized several statistical methods, including arithmetic mean, standard deviation, Pearson correlation coefficient, Cronbach's alpha reliability coefficient, Shapiro-Wilk test, and multiple linear regression.

#### **3.3 Study model:**

The independent variable is the decision-making process X, The dependent variable is organizational performance Y. This figure illustrates the study model.

Fig.1 : « The study model»



Source : made by the researchers

"The independent variable in this study is considered to be strategic decision making, which has been operationalized through a set of 16 items designed to capture various dimensions of the decision-making process". These dimensions include environmental analysis, goal setting, and evaluation of alternatives, risk assessment, and decision implementation.

The dependent variable is organizational performance, measured using 14 items that assess multiple performance indicators, such as efficiency, effectiveness, employee productivity, service quality, and goal achievement. The conceptual model developed for this study illustrates the hypothesized relationship between these two variables.

### 3.4 Statistical data processing:

**3.4.1 Research Tool Reliability:** The Cronbach's alpha results are shown in the following table:

Table.1: « Statistiques de fiabilité»

Cronbach's Alpha	Statements' Number
0.945	30

Source: made by the researchers, and based on the outcomes of SPSS 25.00

"A value of 0.945 was found to have been estimated for the Cronbach's Alpha coefficient, indicating a high level of internal consistency", indicating a reliability level of 94.5% this suggests that the study instrument the questionnaire demonstrates a high degree of internal consistency and reliability. According to the criterion set by Nunnally and Bernstein (1994), a reliability coefficient of 0.70 or higher is considered acceptable; therefore, the obtained value significantly exceeds this threshold. This implies that respondents are likely to provide consistent answers upon repeated measurements, confirming the stability of the scale. Accordingly, the results reflect an excellent level of reliability and confidence, indicating a high degree of consistency in the questionnaire outcomes.

**3.4.2 Validity of the Study Tool:** The questionnaire form was sent to a group of university professors in the same field as the supervising Groupe of three university professors in order to evaluate its validity and degree of

achievement of the study's goals. It was concluded that the questionnaire form was valid for measuring the research variables after the required modifications had been made in response to the critiques and recommendations of the reviewers.

**3.4.3 Internal Consistency Validity of the Study Tool:** Table.2 To verify the internal consistency validity of the questionnaire, Pearson correlation coefficients were calculated between each item of the dimensions in the first and second axes and the total score of the respective dimension to which the item belongs. This analysis was conducted using the Statistical Package for the Social Sciences (SPSS), version 25. The following table presents the correlation coefficients between each item and the overall score of its corresponding dimension, thus providing an indication of the instrument's internal consistency validity.

#### **4. Results and Discussion:**

**4.1 Demographic Characteristics of the Study Sample:** Based on the study sample's demographic distribution, men made up 39% of the sample with 31 persons, while women made up 61% with 19 individuals. Regarding age, the group aged 36 years was the largest, comprising 55% of the sample, followed by the 31 to 35 years age group at 29%, and lastly the 20 to 30 years group at 16%. In terms of educational qualifications, the majority held a university degree, representing 39 % of the sample, followed by those with postgraduate education at 29 %, and high school 32%. The distribution of the study sample according to years of experience reveals that the majority of respondents 48% have more than 10 years of professional experience. Those with 5 to 10 years of experience, representing 29%, and finally, those with 1 to 5 years of experience at 23% follow this. These findings suggest that the directorate employs a workforce with considerable expertise and experience.

**4.1.1 Analysis of Descriptive Statistics Results for the Study Variables:** The two following tables display the study sample's perspectives concerning the assertions made regarding the Strategic Decision-Making axis and the dimensions of the Organizational Performance.

##### **4.1.1.1 Descriptive Statistics Results for the Strategic Decision-Making Axis:**

the data presented in the tables above illustrate the perceptions of employees regarding strategic decision-making practices at the Algerian Telecommunications Company. The analysis includes arithmetic means, standard deviations, ranks, and degrees of approval for various decision-making dimensions.

The overall arithmetic mean for strategic decision-making was 3.59, indicating a "High" level of approval. This suggests a moderately favorable perception of the decision-making processes within the organization.

Among the evaluated dimensions, the item "The manager evaluates the extent to which the decision made affects work performance" recorded the highest mean score (3.84, SD = 0.898), ranked second overall, indicating a strong acknowledgment of the link between decision outcomes and performance. Similarly,

“Decisions are made based on appropriate information provided by information systems” achieved a high mean (3.81, SD = 0.601), ranked third, reflecting a reliance on data-informed decision-making.

**Table.2: «Arithmetic Means and Standard Deviations of the Variables of Strategic Decision-Making Axis»**

Dimensions	Arithmetic Mean	Standard Deviation	Rank	Decision (Degree of Approval)
There is clarity and transparency in the decisions adopted by the Algerian Telecommunications Company from the top management.	3.68	0.871	7	High
Management prior to their implementation reviews decision-making projects by the company's general departments.	3.68	0.702	6	High
The manager for making decisions chooses the appropriate time.	3.65	0.709	8	High
Decisions are made based on appropriate information that is provided by information systems	3.81	0.601	12	High
More than one alternative is proposed for every decision that is to be made	3.48	1.029	13	High
The manager evaluates the extent to which the decision made affects work performance.	3.84	0.898	2	High
A comprehensive analysis of both internal and external environmental factors is used to shape strategic decisions	3.74	0.682	4	High
External consultants are only engaged in strategic decisions	3.29	0.973	16	Moderate
Various alternatives and options are assessed before making decisions	3.19	0.833	17	Moderate
The variables leading to the decision are clearly explained	3.42	1.025	15	High
Sudden changes require making decisions quickly	3.87	0.885	1	High
Senior management works on determining the effectiveness of the decisions made.	3.71	0.739	5	High
Strategic decisions align with the established plans	3.58	0.886	9	High
Senior management possesses the ability to gain the support of decision influencers	3.48	0.926	11	High
Strategic decisions have led to a restructuring of the company's organizational framework	3.48	1.151	14	High
Senior management retracts decisions that do not achieve their intended objectives	3.52	0.890	10	High
<b>Strategic Decision-Making</b>	<b>3.59</b>	/	/	<b>High</b>

**Source:** Made by the researchers and based on the outcomes of SPSS 25.00

Conversely, the item “Various alternatives and options are assessed before making decisions” had the lowest mean score (3.19, SD = 0.833), ranked seventeenth, and was evaluated as "Moderate." This indicates a

potential weakness in the organization's practice of evaluating diverse options prior to decision-making. The involvement of external consultants in decision-making also received a low mean (3.29, SD = 0.973), reflecting limited external engagement.

Sudden decisions prompted by urgent circumstances received the highest mean score (3.87, SD = 0.885), indicating agility and responsiveness in decision-making when required. On the other hand, dimensions such as the proposal of multiple alternatives (3.48, SD = 1.029) and the ability of senior management to influence decision-makers (3.48, SD = 0.926) were rated lower, highlighting areas for improvement in strategic flexibility and leadership influence.

Overall, most dimensions were rated as "High" suggesting that while the company maintains a reasonable degree of strategic decision-making flexibility, there remain specific areas particularly regarding alternatives assessment and external consultancy that warrant enhancement to strengthen the organization's decision-making framework.

#### 4.1.1.2 Descriptive Statistics Results for the Organizational Performance Axis:

The overall mean score for organizational performance was 3.78, indicating a "High" degree of approval. This suggests that employees generally perceive the organizational performance as moderately strong, with potential for further improvement. Among the items evaluated:

The highest-rated item was "I feel proud and fulfilled to work at Algerian Telecommunications" (M = 4.26, SD = 0.729), which fell within the "Very High" category. This implies a strong sense of organizational pride and job satisfaction among employees.

Similarly, the statement "I am always ready to put in greater effort to contribute to the success of Algerian Telecommunications" received a high score (M = 4.23, SD = 0.805), also indicating a "Very High" level of approval and dedication.

Several items, such as "My job allows for direct communication with supervisors and colleagues" (M = 4.13, SD = 0.670) and "I consider my position at Algerian Telecommunications to be highly valuable" (M = 4.03, SD = 0.948), reflect positive attitudes toward internal communication and perceived job value, with scores in the "Flexible" range.

**Table.3: «Arithmetic Means and Standard Deviations of the Variables of Organizational Performance**

## Axis»

Dimensions	Arithmetic Mean	Standard Deviation	Rank	Decision (Degree of Approval)
My job provides me with opportunities to acquire new skills and competencies.	3.90.	0.978	5	High
I consider my position at Algerian Telecommunications to be highly valuable	4.03	0.948	4	High
My job enables the exchange of information and experiences with colleagues	3.77	0.990	9	High
I feel that my supervisor understands the practical aspects of my work.	3.87	0.922	6	High
The working conditions are conducive to effective performance	3.81	0.910	7	High
My job allows for direct communication with supervisors and colleagues	4.13	0.670	3	High
I believe that the evaluation method clearly reflects performance standards and criteria.	3.32	1.013	13	Moderate
I feel proud and fulfilled to work at Algerian Telecommunications	4.26	0.729	1	Very High
Any change in my current job situation would negatively affect my desire to remain at Algerian Telecommunications.	3.77	1.023	10	High
I am always ready to put in greater effort to contribute to the success of Algerian Telecommunications.	4.23	0.805	2	Very High
I actively contribute to the implementation of Algerian telecommunications' policies and strategic directions.	3.16	0.898	14	Moderate
I adopt innovative suggestions to improve work at Algerian Telecommunications.	3.48	0.811	11	High
I strive to continuously improve my knowledge and professional skills.	3.81	0.946	8	High
I see my job as a valuable contribution to achieving the goals of Algerian Telecommunications.	3.42	0.946	12	High
<b>Organizational Performance</b>	<b>3.78</b>	/		<b>High</b>

**Source:** made by the researchers, and based on the outcomes of SPSS 25.00

On the other hand:

The lowest-rated item was "I actively contribute to the implementation of Algerian Telecommunications' policies and strategic directions" (M = 3.16, SD = 0.898), categorized as "Moderate." This could indicate a gap between policy formulation and operational engagement or awareness among employees.

Another item with a "Moderate» score was "I believe that the evaluation method clearly reflects performance standards and criteria" (M = 3.32, SD = 1.013), suggesting that the performance appraisal process may require increased Transparency and alignment with job expectations.

Most variables scored within the "High" category, such as: «My job provides me with opportunities to acquire new skills and competencies" (M = 3.90, SD = 0.978).

"I feel that my supervisor understands the practical aspects of my work" (M = 3.87, SD = 0.922).

"The working conditions are conducive to effective performance" (M = 3.81, SD = 0.910).

These results indicate a generally favorable work environment with strengths in communication, motivation, and professional development.

#### 4.3 Test the Research Hypotheses:

##### a. Distribution Normality Test:

**Table.4: « Distribution Normality Test »**

	Shapiro-Wilk Test	
	Test Value	Significance Level
Strategic Decision-Making	0.936	0.062
Organizational Performance	0.985	0.929

**Source:** made by the researchers, and based on the outcomes of SPSS 25.00

The Shapiro-Wilk test value for the Strategic Decision-Making is 0.936 at the significance level of 0.062. Given that the significance level above the widely accepted threshold of 0.05, it can be concluded that the Strategic Decision-Making dimension data follow a normal distribution.

For the Organizational Performance axis, the test value is 0.985 with a significance level of 0.929. Similarly, the significance level is well above 0.05. This means that the data for the Organizational Performance dimension is also normally distributed.

In summary, both dimensions - Strategic Decision-Making and Organizational Performance - show a normal distribution in the data, as indicated by their respective Shapiro-Wilk test results and significance levels. This normality assumption is crucial for further statistical analysis.

**b. Overall Significance Test for the Study Model:** The overall significance of the relation between the independent and dependent variables in the research model is evaluated using Fisher's F-test. The purpose of this test is to determine if the independent factors collectively have a significant effect on the dependent variables. The test's results are shown in the table below:

**Table.6 : « Analysis of Variance (ANOVA) for the Multiple Linear Regression Model »**

Model	Sum of Squares	Degrees of Freedom (df)	Mean Square	F	Sig. Value
Regression	6.408	1	6.408	23.541	0.000
Residual	7.893	29	0.272	-	-
Total	14.301	30	-	-	-

**Source:** made by the researchers, and based on the outcomes of SPSS 25.00

According to the table, the data is significant at the 0.05 level since the F value is 23.541, which is higher than the 0.000 significance criterion. This shows that at least one of the independent factors significantly impacts the dependent variable.

##### c. Analysis of the Sub-Hypotheses' Test Results:

**Table.7: «Test Results of the Multiple Linear Regression between Strategic Decision-Making and Organizational Performance »**

Independent Sub- Variables	Regression Coefficient B	Coefficient $\beta$	Model Test	
			t Value	sig Value
Constant	0.885		1.465	0.154
Strategic Decision-Making	0.808	0.669	4.852	0.000

Source: made by the researchers, and based on the outcomes of SPSS 25.00

Table 7 presents the results of the multiple linear regression analysis conducted to examine the effect of strategic decision-making on organizational performance. The findings indicate the following:

## 2. Regression Coefficients:

The constant (intercept) has a regression coefficient (B) of 0.885, but its impact is not statistically significant, as the p-value = 0.154, which is greater than the conventional alpha level of 0.05. This suggests that, in the absence of strategic decision-making, the baseline level of organizational performance is not statistically distinguishable from zero.

The independent variable, Strategic Decision-Making, shows a statistically significant positive effect on organizational performance, with a regression coefficient B = 0.808 and a standardized beta coefficient  $\beta$  = 0.669. The t-value is 4.852, and the significance value (p-value) is 0.000, which is highly significant ( $p < 0.001$ ). This result confirms a strong and statistically significant relationship.

## 3. Interpretation of the Beta Coefficient ( $\beta$ ):

The standardized coefficient ( $\beta = 0.669$ ) suggests that for every one standard deviation increase in strategic decision-making, organizational performance increases by approximately 0.669 standard deviations. This indicates a substantial positive effect, emphasizing the importance of strategic decision-making as a predictor of organizational performance.

## 4. Statistical Significance:

The significance level of the strategic decision-making variable ( $p = 0.000$ ) confirms that the observed relationship is not due to random chance and can be generalized to the broader population. This reinforces the theoretical assumption that effective strategic decision-making processes enhance organizational outcomes.

**d. Analysis of the Main Hypothesis' Test Results:** The correlation coefficient R and coefficient of determination  $R^2$  values for the research model are displayed in the following table :

**Table.8: Results of the Multiple Linear Regression of the Model**

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Model	Correlation Coefficient	Coefficient of Determination	Adjusted Coefficient of Determination	Margin of Error
	0.669	0.448	0.429	0.522

Source: made by the researchers, and based on the outcomes of SPSS 25.00

The results presented in Table 8 reveal that the multiple linear regression model demonstrates a moderately strong positive relationship between the independent and dependent variables, as indicated by the correlation coefficient ( $R = 0.669$ ). This value suggests that changes in strategic decision-making are positively associated with changes in organizational performance. Furthermore, the coefficient of determination ( $R^2 = 0.448$ ) implies that approximately 44.8% of the variance in organizational performance is explained by the model, reflecting a moderate explanatory power. The adjusted R-squared value (Adjusted  $R^2 = 0.429$ ), which accounts for the number of predictors, remains close to the unadjusted  $R^2$ , indicating the model's stability and the relevance of the included variables. However, the margin of error (0.522) suggests that the model's predictions may deviate from actual values by about 52.2%, highlighting the potential need to refine the model or include additional predictors to enhance its predictive accuracy.

Based on the results presented in Tables 7 and 8, the simple linear regression equation can be formulated as follows:

**Organizational Performance = 0.885 + 0.808 × Strategic Decision-Making.**

This equation indicates that for every one-unit increase in strategic decision-making, organizational performance is expected to increase by 0.808 units, assuming other factors remain constant. The regression coefficient ( $B = 0.808$ ) is statistically significant ( $p < 0.001$ ), demonstrating a strong and positive effect of strategic decision-making on organizational performance. Moreover, the model's explanatory power is reflected in the coefficient of determination ( $R^2 = 0.448$ ), indicating that approximately 44.8% of the variance in organizational performance is accounted for by the model. The adjusted  $R^2$  value (0.429) confirms the model's stability, suggesting that it is not over fitted. The correlation coefficient ( $R = 0.669$ ) supports the existence of a moderately strong linear relationship between the variables. However, the margin of error (0.522) reveals a moderate level of predictive inaccuracy, suggesting that the model could benefit from the inclusion of additional relevant predictors. Overall, the regression model is statistically robust and highlights the pivotal role of strategic decision-making in enhancing organizational performance.

**5. Conclusion:**

This study provides empirical evidence supporting the significant and positive impact of strategic decision-making on organizational performance within public sector institutions, specifically Algeria Telecom's Operational Directorate in Béchar Province. The findings highlight that informed, participatory, and flexible

decision-making processes characterized by environmental analysis, risk assessment, stakeholder involvement, and strategic agility are essential drivers of improved institutional outcomes, including operational efficiency, employee motivation, and goal achievement.

The statistical analyses confirm a moderately strong correlation between strategic decision-making and performance, explaining nearly 45% of performance variability. These results validate the theoretical assumption that strategic choices are foundational to achieving institutional excellence in complex and evolving organizational environments.

### 5.1 Recommendations

In light of these findings, the study puts forward the following recommendations:

- **Institutionalize Strategic Decision-Making Practices**

Algeria Telecom and similar public institutions should embed structured strategic decision-making processes into their organizational culture, ensuring that decisions are data-driven, inclusive, and aligned with long-term objectives.

- **Enhance Stakeholder Engagement**

Organizations should foster broader participation in decision-making, involving internal staff and, when appropriate, external consultants, to enrich the quality and acceptability of strategic choices.

- **Strengthen Information Systems**

Upgrading data collection and analysis systems will support more accurate environmental scanning and evidence-based decisions.

- **Encourage Training and Capacity Building**

Continuous professional development in strategic thinking, problem solving, and scenario planning should be prioritized for leadership and managerial staff.

- **Refine Performance Appraisal Mechanisms**

Performance evaluation methods must be reviewed and aligned more closely with strategic goals to ensure transparency, motivation, and employee engagement.

### 5.2 Future Research Directions

To further develop this field of inquiry, future studies are encouraged to:

- Conduct comparative analyses across different regions or public sector institutions to generalize findings.
- Integrate qualitative approaches such as interviews or case narratives to capture deeper insights into strategic behavior.
- Explore the role of digital transformation and AI tools in supporting strategic decision-making processes.

Ultimately, this study underscores the necessity for public sector organizations to embrace strategic foresight and

adaptability in order to enhance institutional resilience and long-term performance.

## 6. List of references:

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