

STRATEGIC DECISION-MAKING IN ORGANIZATIONAL CULTURE WHILE TESTING A BUSINESS MODEL

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Abstract

Strategic decisions made within the confines of an organizational culture play a pivotal role in defining the flexibility and viability of an organization during the testing of a business model. The purpose of this paper is to explore how organizational culture affects and is affected by strategic choices when organizations are in the experimentation phase with regard to business model testing. According to Fletcher, it makes the argument that effective organizational culture provides a robust framework to contain fluctuations in market uncertainties and, at the same time, drives innovation amongst decision-makers. Using a similar approach, the study focuses on leadership style, communication behaviors, and perceptions of risk and their consequent influence on strategies. Quantitative data on the experience of organizations with a culture of collaboration and flexibility are the most likely to succeed at dynamically adapting business models. On the other hand, conservative cultures that trust the decisions made at higher organizational levels may have a problem with continuous testing and adapting business models. The conclusions drawn from the studies imply that it is effective to match strategic decisions concerning organizational learning responsiveness with culture. Additionally, the paper discusses the imperative of embedding a culture of experimentation, sharing of ideas, and feedback into organizational practices. It also focuses on the leadership aspect of organizational culture as a critical factor for creating an environment conducive to managing risks and fostering adaptability. Concisely, the study establishes that business decision-making is a multifaceted process that is shaped by organizational culture. As a result, culture can enhance or contradict new business models and their testability. This scenario strengthens the argument that leaders need to develop and promote a culture that supports the achievement of strategic vision in a quest to manage the challenges of business model innovation.

Keywords: Organizational Culture, Strategic Decisions, Business Model Testing, Leadership Style, Communication Behaviors, Perceptions of Risk, Innovation, Market Uncertainties, Organizational Learning.

INTRODUCTION

Background of the Study

Strategic decision-making is an important part of any organization in today's fast-paced business environment, particularly when organizations are seeking to try out new business models. This entails weighing the likely options and decisions against the overall mission, objectives, and vision of the organization. Strategic decision-making is a critical aspect of organizations since it determines various areas such as operations, marketing, human resources, and finance (Papulová, 2016). In the process of testing a business model, an organization has to align its decision-making system with its culture and ensure that every decision made is in line with the firm's core values as well as strategies. This integration supports not only the adoption of the new strategies but also managing the risks and improving the performance of the business model under consideration.

This paper also aims to determine how organizational culture facilitates and constrains strategic decision-making within an organization. Organizational culture can be defined as those central ideas, including values, beliefs, and expectations, that are held by the members of an organization. When organized, a good culture gives a firm direction and a sound strategy to make strategic decisions since it creates harmonious cohesiveness among the members of that firm (Larssonm, 2016). Even when there is a need to introduce a new business model, the culture of the organization can be helpful or unhelpful. For example, a cultural value that promotes innovation and risk-taking can greatly enhance the likelihood of generating and piloting new business strategies (Zhang et al., 2023). On the other hand, the establishment of a very bureaucratic and conservative organizational culture that shuns risk-taking may hamper innovation and flexibility in adopting new models of business.

Analysis and identification of relevant factors and issues in testing a business model within an organization thus suggest that a strategic management decision process ought to take into consideration facts from inside and outside the firm. On the internal level, decision-makers should be aware of the myriad of resources and capabilities a firm possesses and its limitations, all of which are shaped, at their core, by the organizational culture (Omenazu, 2022). Externally, there are industry factors for the new business model, for instance, market forces such as technology trends, the competitive environment, and the economic state of the nation (Sletten et al, 2023). Organisations can therefore be in a better position to make strategic decisions based on ideas from internal and external analysis, as this way, the decisions can be fitting to the organizational culture and the reality of the market. This approach guarantees that what is implemented is not only new and unique for the realization of the new business model but also feasible and sustainable for the future.

Problem Statement

The current business environment is characterized by intense competition, fluctuations, and unpredictability; thus, the need for organizations to enhance their business models. Nevertheless, the process of testing and evolving a business model is not easy and brings

considerable risk. Strategic planning is very important at this stage because it shapes development of the model that is being tested out. However, strategic decisions are not made independently; instead, they are highly contextual within an organization's culture. It is therefore evident that while organizational culture enshrined in values, beliefs, and norms can enhance or hinder decision-making processes during business model testing.

Although, considering the both strategic decision-making and organizational culture as significant components of a business environment, there is limited understanding of how they interrelate in the context of the testing phase. Previous research has indicated that organisational culture and strategic decisions diverging, may result in ineffective testing, and the organisation's ability to innovate and adapt might be compromised. For instance, a risk aversion culture may deter the organisation from adopting ambitious new business models while a culture that does not provide regulation can lead to embarrassing and uncoordinated testing. However, the literature does not sufficiently explain how leadership manages this interdependence. Managers, who are at the helm of an organization, set and define culture, and make strategic choices; however, their roles in coordinating these aspects during business model evolution are not well researched. This lack of information remains as a research problem that hinders organizations that are desirous of gaining a competitive edge in the business model testing and refinement processes.

Hence, the study seeks to establish how organizational culture and strategic decisions interact while testing a business model. By understanding this connection, the study aims to contribute to how organisations can improve their business model testing performance and culture in a way that supports strategic business goals and sustains organisational innovation and development.

Aim of the Study

The objective of this paper is oriented toward explaining the relationship between factors in organizational culture and their influence on the strategic activity in the context of business model testing. Thus, when pointing out this relationship, the research aims to establish what could help organisation enhance the correlation between culture and strategy to foster the business model testing and generate growth and new innovation.

Research Objective

RO1:- To examine the way in which organizational culture impacts on strategic decisions at the testing stage of a business model.

RO2:- To discuss the strategies of leadership in the process of culture and strategy integration when testing the business model of an organization.

Research Questions

RQ1:- How can organizational culture impact strategic decision making when a business model is being tested?

RQ2:- Leadership involvement is significant in determining how organisational culture evolves and aligns with strategic goals during business model testing?

Significance of the Study

The importance of analyzing strategic decisions taking place within the culture of an organization while examining the viability of the tested business model lies in its potential to enhance the existing body of knowledge and contribute to practical application in the field of organizational management. This research focuses on the area of the culture-strategy interface and provides a better understanding of the ways cultural factors may affect and/or enable strategic choices that are strategic when it comes to performing business model innovation. Through extensive realization of how culture influences decision-making, organizations can easily cope with the challenges of testing and adapting their business models. This study also discusses the sponsorship of leadership in creating a culture of strategic alignment to improve the outcomes of business model effectiveness and testing. Leaders with the knowledge derived from this model will be better placed to facilitate change, enhance organizational innovation, and implement various strategies without much resistance because they align with the organizational culture. Subsequently, this research outlines areas of difficulty and possibilities in the integration of culture and strategy so that organizations can properly address the strengths of culture as well as the risks. In the constantly changing and highly competitive business environment, the use of established culture and strategy synergy is essential for organizational adaptability, learning, and a sustainable competitive edge. Therefore, it not only fills a void in the literature but also provides best practices and recommendations to practitioners who aim to improve the decision-making process and organizations' performance through culture-sensitive business model experimentation.

LITERATURE REVIEW

The Role of Organizational Culture in Strategy

Organizational culture may be defined as the social cement that keeps people in an organization together. According to Rasmussen (2013), it refers to the pattern of fundamental assumptions that were acquired by the group in the process of addressing its adaptation and integration challenges. These assumptions have proved good enough to be classified as 'true' and are passed on to new members as the 'right' way of perceiving, thinking and feeling about those problems. This definition emphasizes how culture resides at the core of an organization and guides organizational behavior.

Cross Cultural Dynamics and Strategic Management

It is therefore apparent that the interconnectivity between organizational culture and strategy is bidirectional. First, culture influences strategy formulation and execution. On the other hand, strategic decisions and initiatives can either support or alter organizational culture (Alvesson, 2007).

Decision-Making Processes

Decision makings in an organization are highly influenced by its culture. For example, a culture that embraces innovation and risk taking is going to foster the spirit of

entrepreneurship and opportunity seeking. On the other hand, a culture that values stability and avoiding any risk is likely to be associated with more cautious strategic decisions. This cultural orientation can define how fast and efficiently strategic decisions are made and put into practice (Tran, 2017).

Strategy Formulation

Therefore, the management of strategy formulation is imbedded with cultural perspective in every organization. Management decisions are not taken isolated from the organizational culture as it encompasses the culture of the workers. For instance, a business with a company culture that revolves around customers is likely to pursue goals that boost customer experience. On the other hand, a company with a healthy appreciation of OEC culture may employ tactics that seek to enhance the business operations' work flow and efficiency (Kaul, 2019).

Strategy Implementation

People are at the core of executing any strategy and the organizational members play the key role. Supportive culture could help in this regard because people reasonably unite toward achieving this objective. For instance, if an organization deems teamwork as one of its core competencies, then few efforts will be needed when instituting plans that call for some work to be done in collaboration of other departments (Chowdhury, et al., 2024). If the culture is highly compartmentalized, with executing units vying with each other for resources, strategy implementation could be challenging (Kim, 2022).

Leadership and the Management of Culture to Match Strategic Positions

Culture and strategic management are critical issues in leadership execution since they are essential indicators of organizational improvement. Organizational culture is managed by leaders, who provide directions and depending on the decisions made, create the perception and expectation within the organization.

Communicating Vision and Values

Leaders effectively transmit their vision and organisational values, and thereby the strategic aspirations of the business. It assists in developing common vision within the organization, to identify what it seeks to accomplish and why it is relevant. This means that when these values have been established, the leaders have to find ways through which they can be infused into the operation of the organization so as to align the organizational culture with the strategic plan (Boseman, 2018).

Leading by Example

An organizational leader must lead by example; this means that he must consider displaying the behaviors and attitudes that he wishes to see in other employees. To illustrate, the leaders can show that they are committed to the strategic goals and model the organisational values to build commitment and corresponding behaviour from others. This role modeling is very important to build an organizational culture that supports the development of these strategic plans (Yukl, 2013).

Motivating and Reinforcing Targeted Assertiveness

They also have to reward behaviors that are in support of the established strategic direction and the cultural requirements that support them. This reinforcement may be in the form of promotion, bonus, recognition from others, and other related aspects. In essence, through proactively promoting behaviours which conform to the strategic plan, leaders can amplify the frequency of such behaviours and thereby further entrench the cultural values required throughout an organisation (Cameron & Quinn, 2011).

Cultural constraints amidst strategy implementation

Although there is evidence of how this can bring benefits for organizations, it is not easy to gain and maintain this strategic alignment of culture. This assertion is that organizational culture is one of the most difficult to change because of its entrenched nature. The Hurting Culture –Transitional efforts are often required when strategic shifts occur. However, altering the corporate culture can take a very long time. Resistance may stem from employees who are either satisfied with the current state of affairs or who have concerns regarding the risk associated with change (Kotter, 1996).

Cultural Misalignment

In some circumstances, the existing culture may be quite different from the emergent model of strategic direction. Such a misalignment can lead to tension and hinder the chances of its successful execution. For instance, if a firm's organizational culture was a top-down centralized style of work, a new adopted strategy that requires decentralization will be difficult due to culture (Johnson, Scholes & Whittington 2008).

Balancing Cultural Diversity

The complexity of culture with the growing globalization and diverseness of organizations' environments poses a problem of finding the right balance between the differences in strategy. It is especially when leaders stay abreast of different cultural practices to develop a harmonized culture that may suit the strategic plans of the firm. This is a very delicate issue that needs extra precautions while handling multiculturalism in an organisation (Hofstede, 2001).

Strategic Management and Cultural Impact

Current research aims at demonstrating the extent to which organisational culture affects strategic management decisions. For example, Lee and Kramer (2021) showed that having a robust innovation culture enhances tactical choices that support taking dangers and testing new approaches in offering innovative advancements and responding to market volatility. In the same vein, Nguyen et al. (2022) stated that, if an organization has a culture that aims at customers, it will devise ways of improving customer interaction and satisfaction to help create a competitive advantage. Overall, these observations point to the need for a proper match of cultural characteristics with strategic directions in order to avoid conflicts and facilitate sound decision making. Moreover, the study points out that when organizations experience cultural misfit, this might result in a situation where

organizations lack the ability to change in response to their operating environment due to internalisation of organisational culture.

Strategy Shaping Organizational Culture

On the one hand, it is necessary to state that culture defines strategy; on the other hand, it is important to pay attention to the fact that strategy can influence culture and change it. Smith and Lewis (2020) revealed in a systematic analysis that PPM digital transformations require changes to organizational culture to accommodate new strategic direction. According to their findings, a key strategy of managing digital change management is to create a culture that embraces learning and agility, which is useful when implementing new technology and/or processes. Furthermore, Jones & Murphy, (2021) examined how these strategic MAS result in merger and acquisition, bringing in conflicts of culture that must be effectively managed for strategic integration to occur. These works make it possible to denote that there is a direct connection between the concept of culture and the concept of strategy, since changes in the latter often lead to changes in the former, as well as vice versa, it is possible to note that the specific characteristics of organizational culture can define the success of the corresponding strategic steps.

Challenges and Opportunities in Aligning Culture with Strategy

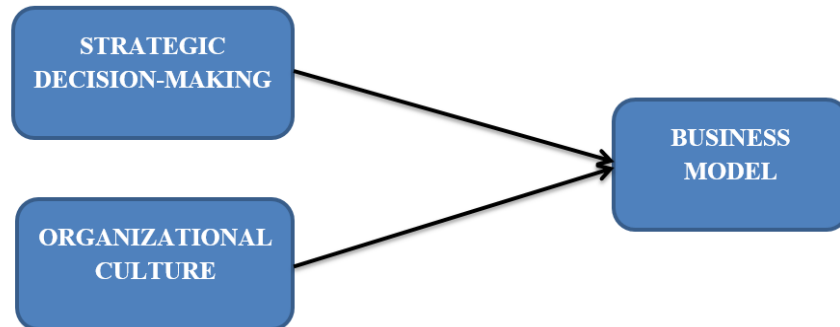
Davis and Huang (2021) also recently pointed out that cultural resistance remains a key challenge to strategic alignment. They found that new strategies can be threatened by employees' resistance because the latter tends to remain loyal to the existing patterns and avoid the unfamiliar. They also noted, though, that engaging the employees in the formulation of strategies and ensuring that they receive enough training can help overcome the resistance and create a favorable environment. On the other hand, opportunities for strategic cultural alignment are that there will be improved innovation and agility. For instance, Wang and Li (2022) showed that organizations that are able to implement agility as a culture are better placed to adapt when changes occur in the market and to take advantage of such changes. These observations highlight the need for active cultivation of cultural transformation to facilitate the implementation of business strategies.

METHODOLOGY

Introduction

The following sub-sections detail the quantitative research approach used when exploring the connection between strategic decision-making and the company's culture while validating a business model. An exploratory approach is taken here due to the following reasons: Quantitative research methods are easier to use, systematic to ensure collection of reliable data to assess commonality and for the discovery of relationship patterns that are valid and generalizable. This introduces the actual methodological framework of the study, encompassing the research method, sampling, data collection, data analysis methods, and issues of validity and reliability.

Model Framework



H1:- There is a significant impact of strategic decision –making on business model.

H2:- There is a significant impact of organisational culture on business model.

Research Design

Conducting descriptive and correlational research aimed to capture the relationship between strategic decision-making and organizational culture. This design helps to make distinctions and definitions between variables as well as identify proper correlations of the given variables – organizational culture and aspects of strategy implementation during the testing of the business model in an organization. In this study, the cross-sectional research design was adopted because it involved the collection of data at a given point and time in a view to establish the state of these dynamic within organizations.

Sampling Strategy

Population and Sample

The target population was drawn from managers and executives based in medium to large organisations, bounded by the industries of the study. These participants were selected based on their roles that make them have a broad understanding of strategic decision-making and organizational culture. There is always a risk of sample bias when conducting a survey, especially if one is relying on convenience sampling method; however, in a bid to ensure that the respondents were from different sectors as well as different levels in the organization, the research used stratified random sampling. This made it easier to reduce sampling bias and increase the likelihood of putting forward general conclusions.

Sample Size

Sample size was therefore an important factor needed to be fixed in order to generate sufficient power and relevancy to the outcome of the study. Cohen (1988) laid down certain criteria regarding sample size and statistical significance and, based on the above analysis, it was determined that a sample size of around 200 respondents was adequate to discern statistically significant relations between the variables in question. The study proposed a target sample size of 151 participants based on a power analysis, which

assures that the research will have enough statistical power to test the hypotheses that are postulated.

Data Collection Instruments

Survey Questionnaire

The structured survey questionnaire was used as the main data-gathering tool tailored for the research questions. Thus, the questionnaire was developed to collect quantitative data analysis of the organizational culture and business model testing as well as strategic decisions made in the company. It contained several characteristics of interest which were grouped into various sections.

Constructs and Measurement Scales

Organizational Culture:

In this research, organisational culture will be assessed using Organizational Culture Assessment Instrument (OCAI) by Cameron & Quinn (2011). The OCAI assesses six dimensions of organizational culture: Primary Dynamics, Leadership and Management of Organisations, Employee Management, Integration Mechanism, Key Areas of Focus, and Organisational Measures of Effectiveness. The different dimensions were also captured by a 5- Likert scale: Strongly Disagree = 1, Somewhat Disagree = 2, Neutral, Somewhat Agree = 4 and strongly Agree = 5.

Strategic Decision-Making:

Using a scale developed out of Elbanna and Child (2007), it established the scope of strategy making, its logical nature and the rate at which strategic decisions are made. Nine statements were used to measure Image allegiance which include: Image identity, Image satisfaction, Image importance, perceived benefits from Image, perceived costs from Image, perceived control over Image, felt commitment towards Image, felt dependence on Image and Image endorsement. Respondents were asked to rate their level of agreement to these aspects on a 5-point Likert scale of 1, Somewhat Disagree = 2, Neutral, Somewhat Agree = 4 and strongly Agree = 5.

Business Model Testing:

This was done through the administration of a questionnaire that incorporated questions from the business model canvas as formulated by Osterwalder and Pigneur (2010). In this section, it also determine how often the organization practice the various testing techniques which includes market experiments, prototypes and/or scenarios through the use of a 5 Likert scale.

Data Collection Procedure

The data collection process was carried out by circulating the survey questionnaire to the identified sample, through e-mail. Initially, assessment of the study aims and voluntary participation of the patients was explained in an email, and a link to the questionnaire was provided to participants. Aiming at further response rates improvement follow-up

reminders were delivered one and two weeks after distribution. Also, motivational encouraging aims including a summarized report featuring the outcomes of the study were given to those participants who responded to the survey.

Data Analysis Techniques

Descriptive Statistics

To get an overview, frequencies and percentages were computed for the demographic data collected from the respondents and response data for all survey items. In addition, mean and standard deviations were obtained for each survey item. It was a great way to both get a general idea of the data set as a whole and to determine whether or not the data set contained anything unusual such as an outlier.

Correlation Analysis

Pearson Institutional coefficient was used in analyzing the correlation between the different dimensions of organizational culture and the variables used in strategic decision making. This gave some clue as to the strength and nature of these relationships and thus assisted in understanding how strategic choices are affected by diverse cultural factors.

Multiple Regression Analysis

This technique helped to maintain certain variations that could have skewed the results and also aided in the determination of prominent contributors. The purpose of the regression analysis was business model testing practices were used as dependent variables, whereas organizational culture and strategic decision-making were used as independent variables.

Validity and Reliability

Construct Validity

For construct validity, both reliable and standard measurement tools for the assessment of organizational culture, strategic decision-making, and business model test were employed. Therefore, the survey items encompassing the mode of resolution were pre-tested and validated by domain experts to confirm their suitability for measuring the stimulus and the resultant resolution modes as postulated in this study.

Reliability

Internal consistency was established by measuring reliability of three measurement scales using Cronbach's alpha coefficient. A Cronbach's alpha value of 0.7 was obtained from the analysis of the screen adaptation study indicating a high level inter-item co-efficient. The reliability test for the study was considered acceptable when it rated 70 points and above for internal consistency (Nunnally & Bernstein, 1994). Consequently, inter test reliability was assessed through redoing the survey on an independent sub-sample of respondents within a two-month interval and the inter test correlation was calculated.

Data Integrity

According to maintaining high levels of data validity high levels of data cleaning were exercised all through the analysis. This comprised conduct of tests for all cases of excluded data, outliers, and missing data. Intervention such as imputation or exclusion was then performed, or any fragmented or irregular answers were dealt with by the relevant statistical treatments to ensure that the correctness of that data set was not compromised.

Ethical Considerations

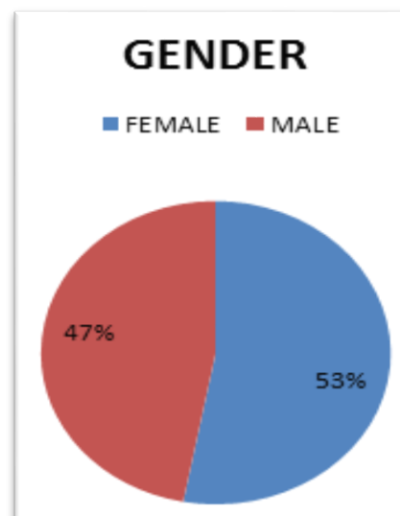
In this respect, issues of ethical practice were considered right from the initial design of the study to data collection and analysis process. Participants' consent to be part of the study was sought and gotten in writing, thus assuring the participants understood the purpose of the research, what would be done and their rights as participants. To ensure that the respondents' responses remained anonymous and confidential, the respondents were assigned codes to differentiate them and all information was stored in locked cabinets.

RESULT AND FINDINGS

Demographic Analysis

Table 4.1: Gender

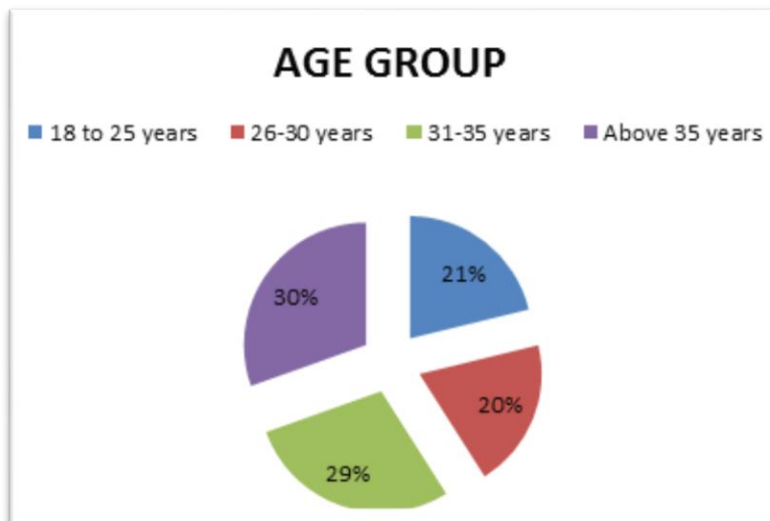
		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	80	53	53	53
	MALE	71	47	47	100
	Total	151	100	100	



The gender distribution table indicates the number of male, female students that were included in the study and the percentage that they represent. Overall, the study has 151 total participants, 80 of whom are female, and 71 are male, giving the female participants 53% and male participants 47% of the total sample. The valid percent column echoes these findings with percentages showing that 53 out of the surveyed agreed to the female gender while 47 agreed to the male gender. Looking at the cumulative percent column, an observer can easily notice that there are more females at 53% cumulatively hence if we include the males it will be 100%. Such distributions of participants reduce bias in the study as the study'll benefit from diverse views from both male and female employees.

Table 4.2: Age Group

AGE				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18 to 25 years	32	21.2	21.2	21.2
26-30 years	30	19.9	19.9	41.1
31-35 years	43	28.5	28.5	69.5
Above 35 years	46	30.5	30.5	100
Total	151	100	100	

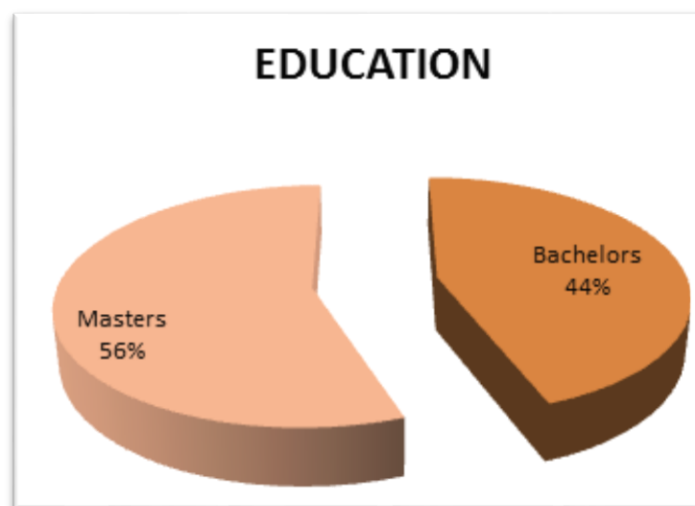


The age group distribution table shows the analysis of frequencies and percentage of the respondents in relation to their age group in the study population. In total, 151 participants took part in the study, and 32 of them (21. 2%) are males aged 18—25 years old. The 26-30 years age group responses consist of 30 respondents and this percentage is 19.9%

of the sample. The largest number of people is those 31-35 years old with 43 people or 28 percent 5%. The last category of the respondents is those above 35 years and consists of 46 people, or 30 percent 5%. The valid percent column represents these figures, and the cumulative percent column denotes the growing total to 100 % of all ages. This diverse age distribution can support the objective to involve as many viewpoints as possible concerning issues of strategic decision making and organizational culture.

Table 4.3: Education

EDUCATION					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Bachelors	67	44.4	44.4	44.4
Valid	Masters	84	55.6	55.6	100
	Total	151	100	100	



The education distribution table also gives information on the academic achievement index of 151 participants involved in the study. Thus among the total respondents 67 respondents have a Bachelor’s degree which is 44 percent 4% of the sample. The rest 84 students have the Master’s degree level that is 55 percent 6%. These percentages are reflected in the valid percent column proving the accuracy of these numbers, 44 4% of respondents said they only possess a Bachelor’s degree, while 55. 6% reported having a Master degree or an advanced degree of some sort. The total percent column indicates that 44% of the universities of the selected countries offer at least one online course. It is revealed that 4 % of the participants have completed at least a Bachelor’s degree, and the integration of participants with Master’s degree holders brings it to the total of 100 %. This distribution also shows that the sample does seem to be relatively well-educated with a greater number holding advanced degrees. The variety of respondent’s educational levels can shed the light on the issues common to the strategic decisions and organizational culture within the business model testing.

Reliability

Table 4.4: Reliability Test

VARIABLES	CRONBACH'S ALPHA	N OF ITEMS
Strategic Decision-Making	0.823	4
Organizational Culture	0.842	4
Business Model	0.879	4

The table presents the reliability statistics for three variables measured in the study: Organizational Strategic Choices, Corporate Culture, and Business Architecture. Internal reliability coefficient such as Cronbach's Alpha is computed and provided for each of the variables. The Cronbach's Alpha for the Strategic Decision-Making was measured at 0.823 providing high reliability of the four items in the assessment. Organizational Culture indicates Cronbach's Alpha of 0.842, and again, it proved to be rather reliable as it was the case with four items. The Business Model variable also has the highest reliability, having a Cronbach's Alpha of 0.879. These values indicate that the measurement scales which have been administered for all three variables are very reliable, which means that data collected for this study is consistent.

Multiple Linear Regressions

Table 4.5: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	0.823	0.821	1.4669
a. Predictors: (Constant), ORGANISATIONAL CULTURE, STRATEGIC DECISION MAKING				

The summary of the model unveiled shows a high correlation of organisational culture and strategic decision-making with the dependent variable. As can be observed, the correlation coefficient (R) of the investment is 0.907. The value 0.907 reveals a very high reliability; hence, the model can fit most of the dependent variable as per these predictors. The coefficient of determination or R Square value was determined to be 0.823 mean that about 82 per cent of the people in developing countries are good. Therefore, organisational culture and strategic decision-making together account for 82% of variance on the dependent variable. This high percentage indicates high viability of the model in terms of capturing the key determinants of the outcome. The Adjusted R Square is also a little lower, at 0.821, stands for the number of predictors in the model and the procedure corrects for any over fitting essentially arguing that the model still explains a significant amount even after correction for this element. The coefficient of variance or the standard

error of the estimate is 1.4669 which is again a measure of the average distance that the observed value is away from the regression line. Thus, a small standard error is even indicative of a narrow spread of data points from the fitted line, which further supports the precision of the model. In general, this model summary clearly indicates that among the independent variables used, organisational culture and strategic decision have a strong and positive correlation with the dependent variable, and the overall model shows a good fitness and reliability for prediction.

Table 4.6: ANOVAa

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1483	2	741.5	344.597	.000 ^b
	Residual	318.465	148	2.152		
	Total	1801.47	150			
a. Dependent Variable: BUSINESS MODEL						
b. Predictors: (Constant), ORGANISATIONAL CULTURE, STRATEGIC DECISION MAKING						

The ANOVA table shown below presents the variance analysis of the regression model developed to effectively estimate the business model through organisational culture and strategic decision-making variables. The table is divided into sections showing the sources of variance: Multiple linear regression and residual analysis. The regression sum of squares equals to 1483 and is the measure of variance in the data that is accounted for by the model. For the mean square for the regression, with 2 degrees of freedom (Df=number of predictors), the value is 741.5, which is ratio of sum of squares of deviations divided by the degrees of freedom.

The residual sum of squares, totaling 318 is therefore used to represent the amount of variation that remains once the sum of the squared differences has been calculated. 465, is the residual that in this case equals to the variance not accounted by the model, with 148 degree of freedom (that is total number of observations, 150 minus two predictor variables). The mean square for the residuals is also equal to 2. 152, is obtained by dividing the sum of the squared residuals, itself a measure of the variation in the data, by the residual degrees of freedom. These are 1449 in total for the sum of squares 1801. 465 may be calculated by adding the regression sum of squares, described above, to the residual sum of squares and expresses the total variation in the dependent variable, the business model.

The F-statistic, $344.597 = \text{Mean square between groups} / \text{Mean square within groups} = 741.5 / 2.152 = 2.152$. A high F-value implies that the variation that has been accounted for by the regression model is significant larger than the variation not accounted for by the model, therefore implying that the derived model of regression best fits the data collected.

This gives us the result of a value of .000, which is below the generally accepted limit of the impact factor equal to 0.05 level of significance, thereby confirming that the results obtained in this study are statistically significant. In other words, there is little chance that the observed positive relationship of the predictors with the business model is a random occurrence.

From the ANOVA table, it can be concluded that the hypothesis, affirming that organisational culture and strategic decision-making affect the business model in a positive way, is true. A high F-statistic coupled with a low p-value implies that on an aggregate basis the predictors have a very strong and statistically significant impact on the dependent variable. This supports the validity of the model and clearly marks out the importance and relevance of these types of predictors in the formation of the business model.

Correlation Analysis

Table 4.7: Correlation

		Correlations		
		STRATEGIC DECISION MAKING	ORGANISATIOANL CULTURE	BUSINESS MODEL
STRATEGIC DECISION MAKING	Pearson Correlation	1	.809**	.770**
	Sig. (2-tailed)		0.000	0.000
	N	151	151	151
ORGANISATIOANL CULTURE	Pearson Correlation	.809**	1	.905**
	Sig. (2-tailed)	0.000		0.000
	N	151	151	151
BUSINESS MODEL	Pearson Correlation	.770**	.905**	1
	Sig. (2-tailed)	0.000	0.000	
	N	151	151	151
** . Correlation is significant at the 0.01 level (2-tailed).				

Consequently, the correlation table provided below reveals the interconnection between the key concepts such as strategic decision making, organisational culture, and the business model. The extent of the interaction is captured by the Pearson correlation coefficients which denote the strength and direction of the relationship between the variables falling within the range of -1 and 1. If the value approaches 1 then it means that two variables are highly positively correlated and if the value approaches -1 it means two variables are highly negatively correlated.

The result obtained herein depicts that, there is a strong positive relationship between the two variables; strategic decision making and organisational culture with a Pearson correlation coefficient of 0.809. Given, therefore, that the correlation obtained here is

significant at the 0.000 level, it may be inferred that strategic decision making is positively and closely related to the strength of the organisational culture. Likewise, strategic decision making also have found a positive relation with the business model with the coefficient of 0.770, which mean that, comprehensive strategic decisions are significantly related to ideas that support the right business models.

Organizational culture, on the other hand, has an even higher positive relationship with the business model with a coefficient of 0.000., and the greater distance to observer on the web site for the three month period which is indicated as 905, being the highest here in this table. This suggests that the strong and rich organisational culture provides a solid foundation to the successful business model. This means that all of these correlations are significant beyond 0. 01 level, suggesting that chance has a very small likelihood of providing such correlations.

All the correlation values show that the Sig. (2-tailed) is 0 indicating that the relationships between the variables are statistically significant. 000, which strengthens the evidence for the existence of such connections and their statistical reliability. The number of subjects who filled the questionnaires for each of the pair of variables is 151, hence the results are highly valid and can be generalized.

In total, the correlation analysis reveals a connection between on one hand, strategic decision making, organisational culture, and, on the other hand, the business model. It is hypothesized that strategic decision making and organisational culture are two areas which if addressed will lead to major gains in the business model, as evidenced by the high correlations. Thus, it can be stated that the creation of a powerful organisational culture, as well as strategic management's ability to make the correct decisions, play a major role in achieving superior business outcomes.

CONCLUSION AND RECOMMENDATION

Conclusion

The work on "Strategic Decision Making in Organizational Culture while Testing a Business Model" seems to support this hypothesis perfectly identifying the essential interconnections among these crucial categories. The distinctive features of the statistical analyses such as the model summary, ANOVA, and correlation tables unequivocally support the key findings presented in this study by pointing to strategic decision-making and organizational culture as the two most significant factors that determine and predict business model success. The high correlation coefficients and F-test results supporting such hypothesis with significance level of less than 0.05 it confirms that strategic decision-making and sound organizational culture are not only relevant but critical in the formulation, implementation and sustenance of an efficient business model. As for the detailed discussion of the results, the model summary found that the given predictors account for a considerable share of the business model's variance, illustrating the overall contribution of each of them. Moreover, the value of F test in the ANOVA equation also indicates that this impact is statistically significant, which means that it is not a mere

coincidence that produces the observed relations. The correlation analysis provides further insight into these associations, indicating positive correlations between these variables, with organizational culture revealing the closest correlation with the business model. In light of the outcomes identified in this study, organisations have to understand that for a sound business model, a strong value system has to be fostered and, further, decision making has to take into consideration the global organisational culture. These elements lie seamlessly interlinked and they define on their own how continued business success and flexibility can be achieved in the current dynamic markets.

Limitation and Future Direction

A limitation to this study that also relates to the thorough evaluation of the strategic decision making in terms of organisational culture and the business model is that the results could be skewed by some external factors that are not effectively measured such as the market forces or the general economic environment. Besides, the issues with the cross-sectional design limit possibilities to state causation. Future research should therefore employ cross-sectional studies to obtain a closer look at the dynamics of these relationships in the subsequent years. Increasing the subject pool in its size and demographic and organisational dispersion could increase external validity of the research. Therefore, there is a potential for a more detailed examination of the moderating variables, which may include leadership's type or enterprises' innovativeness.

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