

Strategic Management, Decision Making And Organizational Performance: Case Study Of Construction Industry Malaysia

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Abstract

While many previous studies have focused on the significance of strategic decision-making and how it affects a company's performance, this study is focused on presenting and discussing the relationship between strategic decision-making and organisational performance in greater depth. The findings of this study, on the other hand, shed light on the factors that influence managers' decision-making and performance, such as the environment in which they work and the leadership style they employ. When researchers looked at previous research as well as the literature, they discovered how important the strategic decision-making process is for an organization's ability to function effectively. Strategic decisions involving the use of decision support systems, as well as internal and external environmental factors that influence the performance of managers in making them, have been shown to have an impact on the performance of strategic decisions that have a direct impact on the overall performance of the organisation.

I. INTRODUCTION

Throughout the twenty-first century, businesses of all sizes will be members of the global business community, and they will be influenced and affected by social development, political events, and economic forces from all over the world (Anwar & Abdullah, 2021). This is due to the highly competitive nature of the corporate environment, which is dynamic, chaotic, and discontinuous in nature. During this period, the relationship between business and society has undergone a significant transformation (Abubakar et al., 2019). There are several factors that have contributed to this shift, including globalisation, the increasing importance of stakeholder relationships as well as brand reputation, and the repositioning of the government in the marketplace. In 2015, Olanipekun published a paper titled A strategic management approach is required in today's competitive business environment to make the complex and sophisticated commercial decisions that must be made. The modern executive's responsibilities extend far beyond

simply supervising a wide range of internal activities and include a variety of other tasks (George et al., 2019). A second set of difficulties is posed by the immediate external environment in which the business operates. Corporate executives design procedures for strategic management to address all the factors that influence a company's ability to grow and prosper. These procedures are designed to assist the organisation in achieving its optimal competitive position (Anwar & Abdullah, 2021). Improved accuracy in anticipating environmental changes and better preparedness for unexpected needs from both internal and external customers are both possible with artificial intelligence (AI).

Background

Several emerging countries are expected to join the club of affluent nations in the not-too-distant future since their economies have grown more faster than those of the advanced economies. Customers in emerging markets are becoming more and more significant as a target market (Abubakar et al., 2019). Additionally,

these marketplaces are a great place to sell the raw materials and components utilised in the production of final items. Some of the world's most rapidly developing nations, like China, have invested heavily in privatisation, technological advancement, and industry (Othman et al., 2018). For the first time ever, they have a large and expanding middle class that can afford to buy a wide range of products and services (Keillor, Wilkinson & Thomas, 2007; Anwar & Abdullah, 2021). In terms of purchasing power parity, China is the world's second-largest economy. Competition from around the world is boosting consumer expectations. Taking advantage of these trends would considerably enhance the chances of global corporate success in the future (Keillor, Wilkinson & Thomas, 2007; Anwar & Abdullah, 2021).

Problem Statement

When it comes to decision-making, there is a fine line between making a good decision and making a bad decision, and it is important to recognise this. As one advances in a company's hierarchy, the ability to make decisions becomes increasingly important (Othman et al., 2018). Even at the lowest levels of a company, poor management decision-making can have costly consequences. However, if the decision was made at the highest levels of an organisation, the situation can be far more dire and even disastrous. As a result, errors committed at the highest levels of management have a greater impact on the company than errors committed at lower levels of administration (Abubakar et al., 2019). Therefore, it becomes clear that improvements must be made to the company's decision-making procedures in order to achieve success. While it is important to include features that exist and change even when there are no unusual occurrences in the description of a decision practise, it is equally important to limit the description to situations where a problem has been identified (George et al., 2019).

In contrast, most businesses use problem-oriented decision-making methods rather than

goal-oriented decision-making methods. When they react to challenges rather than anticipating them, they find themselves in a situation where they are typically short on time and resources, making it difficult for them to think strategically about what they are doing (Anwar & Abdullah, 2021). Consequently, most business decision-making methods are deficient in this strategic component. It is particularly concerning that there has been little research into strategic decision-making methods and company performance, particularly in the construction industry, in recent years. Because construction organisations frequently operate with limited resources and strict deadlines, few studies have been conducted to determine the impact of strategic decision-making techniques on their ability to meet their objectives (Abubakar et al., 2019).

It's not uncommon for the construction industry to take a long time to adapt to new technological advancements. Despite being aware of the numerous benefits that technology can provide for running their businesses and managing construction projects, business owners continue to underinvest in technology, as several studies and polls have demonstrated over the years. The use of building information modelling (BIM), telematics, mobile devices, and software applications in the construction industry has been around for quite some time (Anwar & Abdullah, 2021). Construction companies are incorporating cutting-edge technologies into their operations, including virtual reality (VR), augmented reality (AR), robotics, drones, 3D printing, the Internet of things (IoT), wearables, and autonomous vehicles. Interestingly, many of these technologies may be applied to the construction industry to assist it in dealing with these additional issues (Othman et al., 2018). By facilitating better communication and coordination among team members, as well as better planning and scheduling, BIM, virtual reality, project management software, and mobile devices can help to increase productivity in construction (George et al., 2019).

An extremely high level of labour efficiency is required to ensure that construction projects are completed on time. There is a clear relationship between the scarcity of labour in the construction industry and the decline in productivity in the industry. The younger, less-experienced workforce is left to fill the void left by the retirement of the older, more experienced workforce (George et al., 2019). With the increasing complexity of construction projects, as well as the increasing demand for projects, it is critical to recruit and retain experienced personnel in the construction industry (George et al., 2019). One of the main reasons for poor performance is the company's dependence on public sector demand, which is exacerbated by ineffective onboarding processes and a lack of investment in skills development. These findings have been confirmed through research. Increasing the productivity of your workforce will not be possible no matter how hard you try if your employees lack the necessary skills (Abubakar et al., 2019).

As part of our Group of companies in Malaysia, Manpower has 75 offices spread across the country. We also have significant digital capabilities as well as an intelligence-led approach to sourcing and retaining talent (Anwar & Abdullah, 2021). Our ability to interact with hundreds of thousands of potential employees each year from all over Malaysia because of this has allowed us to expand our reach significantly. Technology has made the world a much more interesting place to live because of recent developments. To the extent that we can realise this potential, our approach is unmatched (George et al., 2019).

Objectives

1. The goal of this study is to see how lobbying decision-making methods affect the performance of construction enterprises in Malaysia.
2. The purpose of this study is to see how dialogic decision-making procedures affect the performance of construction enterprises in Malaysia.

II. LITERATURE REVIEW

2.1 Management Role In Organization

The Executive's Responsibilities Being an effective leader requires the ability to solve problems creatively, inspire your team, and ensure that your company's objectives and goals are met by any means necessary, regardless of the circumstances. The five managerial functions are: planning, organising, commanding, coordinating, and regulating their activities (Robbins and Coulter, 2005; Adigbole et al., 2019). Therefore, managers are increasingly involved in strategic decision-making during an organization's daily operations. Managers must make tens of thousands of strategic decisions to keep their organisation moving forward. For managers to be successful in a rapidly changing global economy, it is critical that they take advantage of every opportunity to eliminate the risks that their companies face (Hibbett et al., 2007; Adigbole et al., 2019). As a result, managers must use their many managerial responsibilities to make sound strategic decisions, which are critical for the long-term viability of their organisations as well as their ability to compete in the marketplace. When managers work together, they can also help to raise the overall level of performance in the organisation (Ur Rehman et al., 2019).

2.2 Strategic Management In Organization

The process of making strategic decisions Every day, people make decisions in a variety of settings, including their own living rooms, schools, places of business, and government. Leaders and managers at the very top of a business are in a unique position to make crucial choices (Hickson et al., 1986; Abdullah & Othman, 2019). To put it another way, decision-making is the process through which managers discover and seek to address organisational issues (Bartol and Martin, 1994; Aydiner et al., 2019). Decision making, according to Harris (2009), is a process of finding and selecting among a variety of options depending on one's own preferences. Processes that take place in between thinking

and action that are antecedents of behaviour are all included in this category (Tatum et al., 2003; Aydiner et al., 2019). The goal of strategic decision-making is to maximise the likelihood of a company's long-term success by planning for the future (George et al., 2019). In addition to making decisions that are important in terms of actions performed, resources committed, or precedents created, strategic decision-making is a specific sort of decision-making. There is a difference between strategic decisions and tactical and operational ones (Bess and Dee, 2008; Abdullah & Othman, 2019). Strategic decisions are summarised as follows by (Mintzberg et al., 1976): Open-endedness and innovation describe a strategic decision-making process since the organisation generally begins with just a basic sense of what the decision scenario is or how to get to a solution and how it will be evaluated after it is established. A final decision may only be determined after a lengthy, recursive process including many challenging steps and a wide range of dynamic circumstances." One of strategic management's primary goals is to identify and implement improvements to the organization's operational efficiency (Oyemomi et al., 2019). A key part of strategic decision-making is to assess the strength of the organization's capacity to maintain its position in light of a changing environment. Managers, according to (Tatum et al., 2003; Adigbole et al., 2019), make day-to-day choices and deal with urgent issues. Managers' decision-making methods are also influenced by the quantity of information, the number of choices, and their efforts to integrate and coordinate diverse sources of data. However, managers may use the decision-making process to reach the correct strategic choice, ensuring that the strategic decision is efficient. To put it another way, the strategic decision-making process (SDMP) is concerned with how decisions are made and implemented, as well as what elements influence this process (Ur Rehman et al., 2019).

2.3 Need Of Decision Making In Organization

Deciding To allow yourself to be in the decision-making process is essential. This decision-making method will allow managers and decision-makers to generate and assess potential solutions to a problem before selecting the best one. Strategic decision-making is sometimes described as a series of steps, phases, or pathways. There are several roadblocks standing in the way of a clear explanation of the problem at hand: selective perception, identifying issues via solutions etc. are all examples of selective perception (Cornescu et al., 2004; Aydiner et al., 2019). There are seven processes that author (Litherland, 2013) followed: defining the problem, finding the variables that influence it, developing solutions to it, analysing the possibilities, selecting the best option, executing the choice, and constructing an effective control and assessment system. The most typical method employed by managers is seen below. A major focus of strategy study over the past two decades is how organisations make strategic decisions (Papadakis and Barwise, 2002; Jong et al., 2019). (Barnard, 1938; Abdullah & Othman, 2019) had previously distinguished between "logical" and "non logical" processes as foundation for making decisions. "Identification," "Development," and "Selection" are the three stages of strategic decisionmaking (Mintzberg et al., 1976). Decision recognition and diagnosis are the two processes that make up the identification phase. An important part of choice recognition is seeing situations that might lead to decision making. The phases of development are divided into two categories: search and design (Mintzberg et al., 1976). Such activities as digging into organisational memory, waiting passively for a solution to present itself, expressing to outsiders the need for a solution in hopes of an answer, and lastly actively seeking for answers comprise the search routine. As soon as a search procedure doesn't yield a "ready-made" answer, a "custom-made" one must be designed

(Oyemomi et al., 2019). To save time and money, most firms choose to create only one custom-made solution, rather than designing numerous and discarding all but one. The search and design routines of the development phase employ the most decision-making resources relative to other routines and phases in the cycle. "Screen," "evaluation-choice," and "authorization" are three successive processes in the selection step (Mintzberg et al., 1976; Aydiner et al., 2019). It appears that screening is part of the process; alternatives are quickly ruled out according to their practicality and suitability. Different literatures have proposed distinct theoretical models of strategic decision processes that reflect varied ideas of organisation. There are several aspects that impact the models that differ significantly in terms of their underlying assumption about the choice environment and the features of the decision process. According to (Nooraie, 2012; Adigbole et al., 2019), there are four key types of factors impacting strategic decision-making, including the various phases and processes. The features of a decision Secondly, the features of the organization's internal structure. Dimensions of the external setting Features of management team (Ur Rehman et al., 2019).

2.4 Management Effectives

Effectiveness of the Business as a Whole Management processes and organisational structures are all based on performance, making it a fundamental notion in strategic management. Managers must have a thorough understanding of and ability to devise effective methods for reaching higher levels of performance. the successes or consequences of an entity can be characterised as "performance" as a theoretical concept (Phillips and Mountinh, 2000; Adigbole et al., 2019). According to this definition, "the way a business performs compared to other firms in its industry, not just on traditional financial indices of performance, but also key non-financial factors" (Khatri and Ng, 2000; Straková & Talíř, 2020). According to several academics, organisational performance is a multifaceted phenomenon that is influenced by several factors (Lytle and

Timmerman, 2006; Jong et al., 2019). Overall economic performance was judged using self-reported indices of a company's profitability and sales growth in comparison to its near rivals, which was done by Anderson, 2004. According to (Jurkiewicz and Giacalone, 2004; Abdullah & Othman, 2019), a company's performance is influenced by its culture. Because of this, workplace spirituality that includes kindness, generativity, humanism, and the like will have an influence on individual workers; this in turn will contribute to increased productivity as well as better company performance. Companies with a high level of spirituality in the workplace outperform those without by 86%. In addition, it has been stated that such firms expand quicker, improve efficiency, and provide greater returns on investment. Motivation, dedication, and flexibility may all be grouped together to form a triangle (Jurkiewicz and Giacalone, 2004; Abdullah & Othman, 2019).

2.5 Factors Effecting Organization

Factors Related to the Environment Organizations' internal and external environments are always shifting, posing new problems for the growth and management of human capital. Poor work habits that result in lost labour account for most quality-related expenses (Andersson et al., 2004). Strategic decisions were influenced by external circumstances, which in turn affected the performance of the firm. They used external elements that influence their choices to inform their strategic judgments. Porter's (1979) five forces describe the environmental conditions that influence managers' strategic decision-making (Pearce and Robinson, 1997; Jong et al., 2019). As a result of the strategic decisions of senior management, an organization's environment is set. According to Porter's "five forces," regulations, emerging technology, and economic circumstances are all elements that influence decision-making in the external environment (Provan, 1989; Alaraj et al., 2018). to name just a few To formulate a strategy, the most crucial aspect to consider is the aim and the organization's strengths and

weaknesses, both of which focus on the goal (Provan, 1989; Alaraj et al., 2018). When making strategic decisions, (Crook et al., 2003; Jong et al., 2019) noted that the company analysis needs to be addressed.

2.6 Decision Making Process

The Process of Deciding Researchers in ethics have been inspired by Kohlberg's, 1973, definition of ethical decision-making as a logical process in which people consider their options and apply moral principles or some other criterion to arrive at their decisions. Models for making logical ethical decisions may be divided into three categories: (Singh, 2009; Straková & Talíř, 2020). Deontology and utilitarianism are two examples of rational models that presume that managers make decisions based on moral theories (such as truth-telling as a responsibility, as per deontology, or benefit to the majority in utilitarianism) and then act in accordance with these beliefs (Hunt and Vitell 1984; Straková & Talíř, 2020). Managers may make decisions depending on their level of moral growth or on rewards and penalties, according to other rational theories (Trevino and Youngblood, 1990; Straková & Talíř, 2020). According to a third type of reasoning model, people respond to ethical issues based on differences in outcomes (impact on victims or beneficiaries), consensus about the good or evil of a proposed act, its probability of effect, its temporal immediacy and proximity to its victims or beneficiaries, and other elements of moral intensity (Jones, 1991; Jong et al., 2019).

2.7 Decision Support System

Systems that aid in making decisions (DSS) Digital systems that support decision-making, employ data and models, and help solve issues with varied degrees of structure have been termed by Eom et al., 1998 as DSS. In contrast to structured decisions, DSSs are often employed for semi-structured or non-structured forms of decisions that often restrict a "right" response (Aldag and Power, 1986; Straková & Talíř, 2020). Making a personal or management decision, decision-makers want to feel certain that they have made an informed choice based

on the available data. Today's decision support systems (DSS) rely heavily on Internet-based technology, which allow for the quick distribution of information (Shim et al., 2002; Taofeeq et al., 2019). It is a well-established area of information system applications that helps decision-makers come up with an effective answer in the timeliest manner possible (Pourvakhshouri and Mansor, 2003; Taofeeq et al., 2019). Using TOP-MODELER, managers may alleviate the burden of strategic decision making in their day-to-day operations, according to (Majchrzak and Gasser, 2000; Straková & Talíř, 2020). The approach also helps managers comprehend their organization's structure to have the closest possible relationship with their employees (Ur Rehman et al., 2019).

2.8 Organizational Performance

Stock turnover, customer satisfaction, profitability, and market share are all indicators of an organization's performance. Businesses rely on the notion of organisational performance since their primary goal is to generate revenue. What drives an organization's success or failure has long been a central subject in business, and this has led to an investigation into organisational performance determinants, according to Iravo and colleagues (2013) (Taofeeq et al., 2019). There are several factors that contribute to how well a company performs, such as productivity, employee morale, and effectiveness. It was suggested by Nzuve and Nyaega (2012) and Taofeeq et al., (2019) that strategic management is centred on performance management and improvement since so much strategic thought is devoted to defining and quantifying the latter. According to Awino (2011) and Bamgbade et al., (2019), in order for an organisation to be successful, it must be able to record high returns and identify performance drivers at all levels of the company (Oyemomi et al., 2019).

The goal approach, which argues that an organisation pursues specific, measurable goals, was one of three approaches to performance outlined by Odhiambo (2009) and Taofeeq et al., (2019). Accomplishment of these goals is

used to describe performance in this method the systems resource perspective, on the other hand, views performance as a function of how well a company interacts with its surroundings. Performance is defined by an organization's capacity to acquire scarce and valuable resources from the environment. Process viewpoint describes performance as a result of an organization's human resources's actions (Waiganjo et. al., 2012; Aydiner et al., 2019).

Financial, client, internal process, and innovativeness are all considered by Kiragu (2005) and Bamgbade et al., (2019). when evaluating performance. In the financial viewpoint, profit margins, asset turnover, leverage, cash flow, and working capital are the major financial drivers of boosting performance (Odhuno and Wadongo, 2010; Taofeeq et al., 2019). In terms of brand image, customer happiness, customer retention, and customer profit, customer focus characterises the performance. A company's ability to respond quickly to shifts in the external environment is measured by its innovativeness, not only the efficiency of its internal procedures (Ur Rehman et al., 2019).

III. METHODOLOGY

Research Design

The research design used in this study was a descriptive survey. Describing the current condition of affairs is the primary goal of descriptive research, according to Kombo and Tromp (2006). A sample of people is interviewed, or a questionnaire is given to them as a means of gathering information. A survey is a method of gathering information from a big group of people on a certain topic (Mugenda & Mugenda, 2009). An excellent way for

collecting descriptive data about a population, present practises, conditions or requirements across a large area, this design was chosen for the study. In addition, the design was acceptable since it allowed for the evaluation of individuals' and processes' views and attitudes about occurrences. To get as many responses from the research region as feasible, it was employed.

Target Population

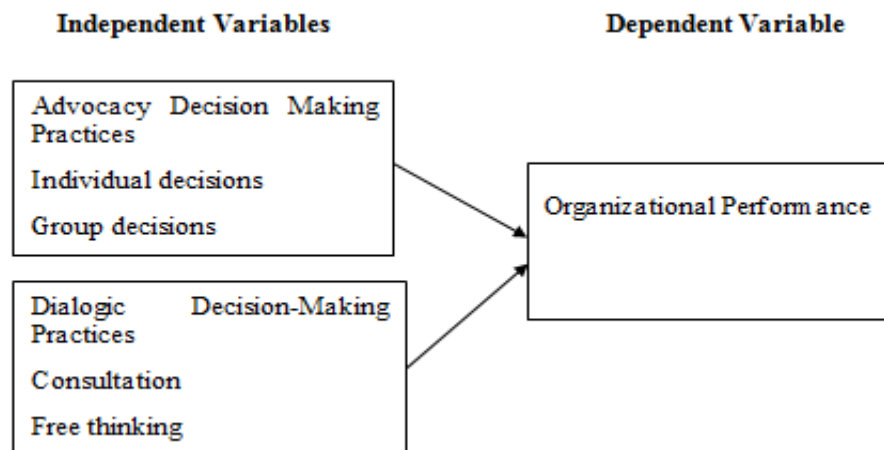
The term "target population" refers to a group of persons, either actual or imaginary, to whom a study's findings should be extrapolated. The study's target audience was thus construction company managers in Malaysia. Total 936 managerial personnel of 157 registered and operational construction enterprises are included in the study population, which is a subset of the target population and is available to researchers. By the time the survey was completed, there were 157 registered construction enterprises in Malaysia.

Sample Size

The available population is divided into smaller groups called samples, and each member has an equal probability of being chosen as a sample. It also makes up a small portion of the overall statistical population (Mugenda & Mugenda, 2009).

IV. CONCEPTUAL FRAMEWORK

Conceptual framework is used to describe the link between research variables in a schematic interpretation. As can be seen in Figure 1, there appears to be a connection between the two variables that are being studied.



Empirical Analysis

In this section, we'll go over the study's data analysis in great depth. The researcher next used SPSS to do an analysis on the data she had collected. In the first half of this chapter, we'll go through the demographics of the people that took the survey.

Descriptive Analysis

The descriptive analysis was conducted to analyse the data from Section A of the questionnaire.

Table 1: Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 - 25 years old	38	24.2	24.2	24.2
	26 - 35 years old	50	31.8	31.8	56.1
	36 – 45 years old	51	32.5	32.5	88.5
	> 45 years old	18	11.5	11.5	100.0
	Total	157	100.0	100.0	

According to the table, 38 respondents (24.2 percent) are between the ages of 20 and 25, 50 respondents (31.8 percent) are between the ages of 26 and 35, 51 respondents (32.5 percent) are between the ages of 36 and 45, and 18 respondents (11.5 percent) are beyond 45.

Following that, respondents were asked to reply to a question on the gender distribution, which included both male and female respondents. As a result, Table 2 shows the gender distribution of the 157 respondents.

Table 2: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	62.4	62.4	62.4
	Female	59	37.6	37.6	100.0
	Total	157	100.0	100.0	

According to Table 2, most respondents are male (62.4 percent), with 98 male respondents (62.4 percent) and 59 female respondents (37.6%).

It is critical to examine the construction industry's job tenure. There are four options for employment tenure: less than two years, two to three years, three to four years, and more than four years.

Table 3: Tenure of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 2 year	54	34.4	34.4	34.4
	2 year – 3 years	39	24.8	24.8	59.2
	3 years – 4 years	47	29.9	29.9	89.2
	> 4 years	17	10.8	10.8	100.0
	Total	157	100.0	100.0	

According to Table 3, the majority of the 157 respondents had worked in the construction business for less than two years, with 54 respondents having done so (34.4 percent). Following that, 47 respondents (29.9%) worked in the construction sector for 3–4 years, 39 respondents (24.8%) worked in the construction industry for 2–3 years, and only 17 respondents (10.8%) worked in the construction industry for more than 4 years.

Correlation Test

The link between the independent variable of Advocacy Decision Making Practices (Advocacy Decision Making Practices and Dialogic Decision-Making Practices) and the dependent variable (Organizational

Performance) was investigated. The following is the broad hypothesis:

H0₁: There is no significant relationship between Advocacy Decision Making Practices and Organizational Performance among the people in construction industry.

HA₁: There is a significant relationship between Advocacy Decision Making Practices and Organizational Performance among the RMP law enforcement officers.

Relationship Between Advocacy Decision Making Practices and Organizational Performance

In this study, researcher intended to analyse the relationship between Advocacy Decision Making Practices and Organizational Performance among people in construction industry.

Table 4 Correlation Between Advocacy Decision Making Practices and Organizational Performance

		Organizational Performance
Advocacy Decision Making Practices	Pearson Correlation	-.827**
	Sig. (2-tailed)	.000
	N	157

**. Correlation is significant at the 0.01 level (2-tailed).

According to Table 4, the Pearson correlation coefficient, r , between Advocacy Decision Making Practices and Organizational Performance is -0.827, which is statistically significant ($p = 0.000$).

Relationship Between Dialogic Decision-Making Practices and Organizational Performance

H0₂: There is no significant relationship between Dialogic Decision-Making Practices

and Organizational Performance among the people in construction industry.

HA₂: There is a significant relationship between Dialogic Decision-Making Practices and Organizational Performance among the people in construction industry.

Table 5: Correlation Between Dialogic Decision-Making Practices and Organizational Performance

		Organizational Performance
Dialogic Decision-Making Practices	Pearson Correlation	-.842**
	Sig. (2-tailed)	.000
	N	157

** . Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient, r , for Advocacy Decision Making Practices and Organizational Performance is -0.842, and it is statistically significant ($p = 0.000$), according to the results in Table 5.

Regression Analysis

The following multiple regression model will be created based on the independent variables of Advocacy Decision Making Practices and Dialogic Decision-Making Practices and the dependent variable of Organizational Performance in this study:

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.887 ^a	.803	.801	.44734

a. Predictors: (Constant), Advocacy Decision Making Practices, Dialogic Decision-Making Practices,

Table 6 shows the R and R² values for the model. The R value (the "R" Column) displays the simple correlation and is 0.887, indicating a significant connection. The R² score reveals how much the independent variables Advocacy

Decision Making Practices and Dialogic Decision-Making Practices can explain in terms of total variance in the dependent variable, Organizational Performance. In this scenario, the Advocacy Decision Making Practices and Dialogic Decision-Making Practices may predict 80.3 percent of the variation in Organizational Performance.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	127.149	2	64.080	315.60	.000 ^b
	Residual	31.159	153	.202		
	Total	156.318	157			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Advocacy Decision Making Practices, Dialogic Decision-Making Practices.

According to Table 7, the regression model statistically substantially predicts the end variable, Organizational Performance, with a Sig. value of 0.000, which is less than 0.05. (i.e., it is a good fit for the data).

Table 8: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.888	.115		51.048	.000
	Advocacy Decision Making Practices	-.446	.065	-.408	-6.852	.000
	Dialogic Decision-Making Practices	-.573	.064	-.536	-9.015	.000

a. Dependent Variable: Organizational Performance

Because the significant value of Advocacy Decision Making Practices is less than 0.05, it can be assumed that it can predict Organizational Performance based on the results in Table 8. Because the significant value of Dialogic Decision-Making Practices is less than 0.05, it can also be stated that it predicts organisational performance. 5.888 - 0.446 (Advocacy Decision Making Practices) - 0.573 is the anticipated Organizational Performance (Dialogic Decision-Making Practices).

V. CONCLUSION

Research in Malaysia found evidence of advocate decision making, in which companies push through with a choice, no matter what the consequences may be. If alternatives are not investigated or if a conclusion is adopted without sufficient critical thinking, advocacy decision making processes may be detrimental to a company. As Dumler and Skinner (2007) noted, lobbying is often an inward-looking exercise with a narrow emphasis on a specific issue. In addition, the authors found that advocate decision-making methods are linked to personalities and egos, and that disagreements are addressed through power struggles and scheming behind the scenes. It was concluded that advocacy decision making improved construction business performance in Malaysia, however the effect was small. As a result of dialogue in decision making, every

proposal is reviewed by all decision makers, there are enough feasible possibilities for every decision, and all stakeholders are consulted before the final decision is made. The results presented here support Brown's (2004) claim that people may advocate for a stance they firmly believe in, but they also investigate and examine alternate ideas. Most construction companies in Malaysia, practise dialogic decision making. According to the findings, building enterprises in Malaysia, performance was considerably impacted by dialogic decision-making procedures. As a result, it is imperative for companies to enhance their decision-making processes to provide better results.

VI. RECOMMENDATIONS

Strategic decision-making tactics and the performance of construction enterprises have been the subject of a number of suggestions in this study. A company's progress is fuelled by the choices and tactics it makes. Companies' success or even development can be determined by their actions. Advocacy-based decision making, in which a single alternative is picked, should be evaluated by all stakeholders and decision-makers to determine its feasibility. Based on their long-term viability, competitiveness, and productivity, decisions and strategies should be made Before making any choices that will have a significant impact on the operations of a company, construction companies and other businesses should consult

with all relevant stakeholders. There will be less dispute among stakeholders and those who execute the choices and those who will be affected by the decisions, if the above is followed. The use of dialogic decision-making methods is critical in reducing any resistance from implementers of strategic choices to the use of such procedures.

VII. LIMITATIONS

Several issues arose during the research. It is common for Malaysia construction enterprises to do their business out of briefcases, implying that they lack a real location. As a result, getting in touch with the company's top executives became more difficult. The investigation was thus restricted to just those construction businesses that had physical workstations and were actively engaged in building. Furthermore, several of the people who were supposed to participate in the research were hesitant to do so. They were reassured that the study was for academic purposes only and that the results would be made available to anybody who requested them in relation to this challenge. There were several obstacles to completing this study because it was focused on construction management workers, who have very hectic schedules. As a solution to this problem, the researcher made pre-scheduled appointments with the respondents before going to collect data.

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