

UDK 005.95:005.1:65.01

DOI: 10.30977/ETK.2225-2304.2026.47.237

JEL classification: D81, L20, M10, M11, M12,

STRATEGIC DECISION-MAKING UNDER ORGANIZATIONAL CHANGE: CONCEPTUAL AND ANALYTICAL PERSPECTIVES

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***Abstract.** This article examines strategic decision-making in the context of organizational change, emphasizing the integration of analytical, behavioral, organizational, and contextual domains. Contemporary organizations operate in highly turbulent environments characterized by uncertainty, rapid technological transformation, and structural instability. Traditional rational-analytical models, which assume information stability and linear procedures, are insufficient to explain decision effectiveness under such conditions. Strategic decisions acquire particular significance during organizational change, as they involve irreversible commitments, cross-functional coordination, and long-term implications for organizational adaptation and competitiveness.*

The study introduces the concept of Strategic Decision Readiness (SDR) as an integrative organizational capability emerging from the interaction of analytical tools, managerial cognition, internal organizational resources, and external environmental conditions. A multi-domain conceptual framework is developed, conceptualizing strategic decision-making as a dynamic alignment process rather than a linear analytical procedure. The framework combines classical rational-analytical instruments (SWOT, PESTEL, scenario planning, decision support systems) with behavioral, organizational, and contextual factors, shaping an organization's capacity for adaptive and informed decision-making in volatile environments.

The findings demonstrate that decision effectiveness is determined not by isolated competencies or resources but by the synchronized interaction of domains. SDR explains systematic variations in decision quality among organizations facing similar environmental turbulence. The practical implications of the model include enhancing organizational readiness for strategic change, designing integrated decision architectures, and balancing analytical rigor with organizational flexibility and behavioral adaptability.

***Key words:** strategic decision-making, organizational change, strategic decision readiness, multi-domain framework, analytical tools, behavioral factors, organizational flexibility, contextual conditions.*

Introduction. In recent decades, organizational environments have become increasingly complex, dynamic, and structurally unstable. Globalization, accelerated technological change, and the growing interconnectedness of markets have fundamentally altered the conditions

under which organizations formulate and implement strategic decisions. Digital technologies, automation, and artificial intelligence have not only reshaped competitive landscapes but have also destabilized established business models, reducing the predictive value of past experience and traditional planning logics. As a result, organizations operate under persistent environmental turbulence characterized by uncertainty, ambiguity, and rapid shifts in constraints and opportunities.

These transformations have significantly amplified the challenges associated with strategic decision-making. Modern organizations are required to commit resources, define long-term trajectories, and initiate change processes under conditions of incomplete, volatile, or contradictory information. Decision-makers must simultaneously address short-term operational pressures, long-term strategic objectives, and evolving environmental signals, thereby increasing both decision complexity and systemic risk. Under such conditions, the effectiveness of strategic decisions cannot be adequately explained by purely rational-analytical models, which assume informational stability and procedural linearity.

Strategic decisions acquire particular significance during periods of organizational change. Unlike operational decisions, strategic choices involve irreversible commitments, cross-functional coordination, and long-term consequences that shape organizational adaptation, competitiveness, and survival. Organizational change – whether strategic, structural, technological, or cultural – introduces additional layers of complexity by altering internal configurations, redistributing resources, and destabilizing established routines. Consequently, decision processes become embedded within interacting analytical, behavioral, organizational, and contextual constraints.

Classical theories of organizational change conceptualized transformation as a discrete, sequential process. However, contemporary research increasingly emphasizes continuous, overlapping, and multi-level change dynamics. Organizations no longer transition between stable states but instead operate within evolving configurations of capabilities, interpretations, and environmental pressures. This shift necessitates a re-examination of strategic decision-making as a systemic organizational phenomenon rather than an isolated managerial activity.

Despite extensive research on strategic decision-making, organizational readiness, strategic flexibility, and decision effectiveness, existing

approaches tend to fragment the phenomenon by focusing on isolated determinants, cognitive processes, or outcomes. Such perspectives insufficiently explain why organizations facing similar environmental conditions often demonstrate divergent decision quality, delayed responses, or persistent strategic inertia. The literature therefore reveals a conceptual gap in explaining how cross-domain interactions shape an organization's capacity to sustain decision effectiveness under continuous change.

This article addresses this gap by introducing Strategic Decision Readiness (SDR) as an integrative, higher-order organizational capability emerging from the interaction of analytical, behavioral, organizational, and contextual domains. The study develops a multi-domain conceptual framework that explains strategic decision-making as a dynamic alignment process rather than a linear analytical procedure. Within this logic, decision effectiveness is conceptualized as contingent upon cross-domain coherence rather than isolated decision competencies.

Accordingly, the objective of this study is to provide an integrated conceptual and analytical examination of strategic decision-making under conditions of organizational change. The research adopts a conceptual theory-building design grounded in systematic synthesis of strategic management, organizational change, and decision-making literature. By developing a systemic, multi-domain perspective, the article contributes to extending capability-based and decision-centric approaches in strategic management theory.

Analysis of recent researches and publications. The literature on strategic decision-making has developed along three major trajectories, namely rational–analytical, behavioral–cognitive, and contextual approaches, yet their integration in explaining organizational change remains theoretically fragmented. Classical strategy theory, beginning with Chandler [1], conceptualized strategic decisions as deliberate choices that determine organizational structure and long-term adaptation. From this perspective, change is treated as the outcome of rational strategic alignment between internal configuration and external conditions. Porter [2] and Ansoff [3] further strengthened this logic by framing strategic positioning and environmental scanning as the analytical foundation of organizational transformation. Tools such as SWOT and PESTEL emerged from this paradigm as mechanisms for diagnosing strategic gaps and guiding change initiatives.

However, this rationalist view was fundamentally challenged by Mintzberg [4], who demonstrated that strategies often emerge through incremental and unplanned managerial actions rather than formal analysis. This insight is highly relevant for organizational change, as it implies that transformation is frequently driven by evolving interpretations, learning processes, and internal negotiations rather than by pre-designed strategic plans.

Behavioral theory deepened this critique. Simon's [5] bounded rationality framework established that decision makers cannot process all relevant information, especially under uncertainty – a defining feature of organizational change. Schwenk [6] and later Elbanna et al. [7] showed that strategic decisions are systematically shaped by cognitive biases, organizational politics, time pressure, and structural constraints. In turbulent change contexts, these factors become more salient, undermining the effectiveness of purely analytical decision models.

Despite these insights, much of the strategic decision literature has treated organizational change as a background condition rather than a central theoretical construct. Lewin's [8] unfreeze–change–refreeze model introduced change as a structured process, but contemporary research emphasizes that modern organizations operate in conditions of continuous transformation rather than episodic shifts. Yet strategic decision models have not been fully adapted to this reality.

This limitation is particularly evident in large-scale infrastructure reconstruction and post-conflict economic development. For example, Mammadov et al. [9] show that the redevelopment of gas industry infrastructure in the Karabakh and Eastern Zangezur regions required strategic decisions under extreme uncertainty, institutional change, and technological disruption. Their findings illustrate that organizational change in such contexts is not linear but involves continuous realignment of governance structures, investment priorities, and operational capabilities, thereby reinforcing the need for adaptive and analytically informed strategic decision frameworks.

A critical synthesis by Rajagopalan, Rasheed, and Datta [10] further systematized the field, identifying recurring themes and inconsistencies in the literature, particularly concerning how environmental conditions, organizational characteristics, and the nature of decisions influence strategic processes [10]. Their review emphasized

that empirical findings are often contradictory, reflecting variations in methodology, contextual factors, and measurement approaches, which has limited the development of a fully integrated theoretical framework. Modern research increasingly underscores the significance of contextual determinants, demonstrating that organizational structure, external environmental conditions, and the education and experience of decision-makers can produce inconsistent effects, thereby highlighting the need for nuanced context-specific analyses [7]. In parallel, behavioral aspects of strategic decision-making have gained attention, revealing that the interplay of rational analysis and intuition helps explain variability in strategic choices under uncertain conditions. Calabretta et al. [11] demonstrated that combining rational and intuitive approaches often yields superior decision outcomes in dynamic environments compared with strictly rational models.

Contemporary studies integrate both rational and behavioral perspectives. Grant [12] emphasizes that strategic decision-making involves evaluating internal capabilities and external threats while accounting for managerial cognition and organizational politics. Johnson, Scholes, and Whittington [13] stress the importance of analytical tools, environmental scanning, and scenario planning to support effective decision-making in dynamic contexts. Similarly, Turban, Sharda, and Delen [14] demonstrate that decision-support systems (DSS) enhance strategic analysis by processing large volumes of complex data and providing evidence-based recommendations.

Recent behavioral research further complicates the picture. Evidence from [15] shows that overconfidence, escalation of commitment, and loss aversion intensify during periods of organizational disruption, increasing the risk of flawed strategic choices. This indicates that change amplifies psychological distortions, making decision analysis both more necessary and more difficult.

Contemporary scholarship also addresses technological and informational dimensions of strategic decision-making, emphasizing the limitations of traditional approaches and the potential of hybrid models incorporating artificial intelligence and decision support systems [16]. These innovations expand the analytical capacity of organizations to manage complex, high-velocity markets but remain in early stages of theoretical and empirical validation. Taken together, the literature reveals

persistent tensions and gaps: classical rational models remain foundational yet insufficient under high uncertainty, empirical evidence on contextual determinants is inconsistent, cognitive and behavioral factors significantly influence strategic outcomes, and technological tools offer promise but require further integration into established decision frameworks.

These contradictions highlight the need for multi-perspective approaches that synthesize rational, behavioral, contextual, and technological dimensions to advance understanding of strategic decision-making in the context of organizational change.

Unresolved aspects of the general problem. Although prior research has acknowledged the interplay between analytical, behavioral, contextual, and organizational factors in strategic decision-making [17-19], existing frameworks typically examine these dimensions either in isolation or through loosely coupled integrative perspectives. Most prior models focus on explaining decision processes or outcomes rather than conceptualizing the organization's capacity to make high-quality strategic decisions under conditions of continuous change.

The existing literature on strategic decision-making provides extensive insights into decision processes, analytical tools, behavioral influences, and contextual contingencies. However, these perspectives largely remain theoretically fragmented. Prior research predominantly explains how decisions are made, which factors influence decisions, or why decisions succeed or fail, yet offers limited conceptualization of the organization's systemic capacity to sustain decision quality under conditions of continuous change.

Integrative approaches have attempted to bridge rational–analytical and behavioral perspectives, but they typically focus on decision episodes, managerial cognition, or isolated determinants rather than conceptualizing decision-making as a persistent organizational capability. As a result, existing models insufficiently explain why organizations facing similar environmental turbulence often demonstrate markedly different abilities to formulate, evaluate, and implement strategic decisions.

Furthermore, widely used constructs such as organizational readiness for change, strategic flexibility, decision effectiveness, and dynamic decision capability capture only partial dimensions of this

phenomenon. Organizational readiness for change primarily reflects attitudinal and cultural predispositions toward change; strategic flexibility emphasizes resource reconfiguration; decision effectiveness represents an outcome-based construct; and dynamic decision capability focuses on managerial sensing and seizing activities. None of these constructs explicitly captures the systemic, multi-domain organizational capability required to maintain decision coherence, analytical rigor, and adaptive alignment under persistent uncertainty and transformation.

Consequently, a critical theoretical gap persists in explaining strategic decision-making not merely as a process or outcome, but as an emergent organizational capability shaped by the interaction of analytical infrastructures, managerial cognition, organizational configurations, and contextual dynamics.

To address this gap, the present study introduces Strategic Decision Readiness (SDR) as a distinct integrative construct. SDR is conceptualized as a higher-order dynamic capability that captures an organization's systemic capacity to formulate, evaluate, and implement strategic decisions under conditions of environmental turbulence and continuous organizational change. Unlike prior integrative frameworks, the proposed model explicitly theorizes cross-domain interactions and conceptualizes their joint effect as a latent organizational capability rather than a collection of determinants or decision attributes.

The formulation of the objectives of the article. The objective of this article is to provide an integrated conceptual and analytical examination of strategic decision-making under conditions of organizational change by synthesizing rational-analytical, behavioral, contextual, and organizational perspectives.

In particular, the study aims to:

- synthesize and critically systematize the theoretical perspectives explaining strategic decision-making, including rational-analytical, behavioral, contextual, and organizational approaches;
- conceptualize the interaction among analytical infrastructures, managerial cognition, organizational configurations, and contextual dynamics within a unified multi-domain framework;
- introduce and theoretically substantiate SDR as a higher-order organizational capability linking decision determinants, decision processes, and strategic outcomes; and

– develop a contingency-based alignment model specifying how varying levels of organizational change intensity shape dominant decision logics and analytical mechanisms.

By addressing these objectives, the article contributes to strategic management and organizational change theory by reframing strategic decision-making from a predominantly process-oriented construct toward a dynamic, capability-based, and multi-domain perspective.

The study adopts a conceptual-theoretical research design grounded in systematic synthesis and theoretical integration of strategic management, decision-making, and organizational change literature.

Statement of the main material of the research. Strategic decisions during organizational change are shaped by a multidimensional system of internal and external determinants that jointly influence an organization's ability to formulate, evaluate, and implement strategic choices under conditions of uncertainty [7; 12]. External determinants include macroeconomic conditions, industry competition, technological dynamics, and regulatory frameworks. Increasing environmental turbulence amplifies uncertainty and necessitates continuous environmental scanning, interpretation of strategic signals, and adaptive strategic responses [2; 11].

Internal determinants encompass organizational resources, leadership capabilities, structural configurations, and organizational culture, which collectively define an organization's capacity to design and execute strategic decisions during transformation processes [13; 20]. Organizations characterized by strong analytical capabilities, adaptive cultures, and participative leadership styles tend to demonstrate higher effectiveness in managing strategic change and aligning strategic initiatives with evolving environmental conditions.

Table 1 synthesizes these determinants into a multi-domain structure, integrating insights from strategic management, organizational behavior, and decision theory. The classification not only highlights key elements but also provides a conceptual link to strategic decision readiness by showing how internal capabilities interact with external pressures to shape decision quality and organizational adaptability.

Analytical tools play a critical role in enhancing strategic decision-making during organizational change by enabling structured diagnosis, evaluation, and selection of strategic alternatives. Among these tools, SWOT analysis is particularly valuable as an integrative analytical

framework that connects internal organizational capabilities with external environmental conditions. In this sense, SWOT analysis reflects the interaction between analytical, organizational, and contextual dimensions of strategic decision-making.

Table 1

Multi-domain determinants of strategic decisions during organizational change [2; 7; 11-13; 17-23]

Domain	Determinant category	Key elements	Strategic implications for decision readiness
Contextual domain	External environment	Market volatility, industry competition, technological change, regulatory frameworks	Defines uncertainty level, shapes strategic opportunity set and risk exposure
Organizational domain	Organizational resources	Financial, human, technological, and knowledge resources	Determines feasibility and implementation capacity of strategic alternatives
	Leadership and governance	Centralized vs. participative leadership, governance structures	Influences decision speed, legitimacy, and organizational commitment
	Organizational culture	Values, norms, openness to change	Affects resistance to change and absorptive capacity
Analytical domain	Analytical capabilities	Strategic planning systems, data analytics, decision-support tools	Enhances quality, consistency, and evidence-based nature of strategic decisions
Behavioral domain	Managerial cognition	Cognitive biases, intuition, experience	Shapes interpretation of information and strategic framing

SWOT analysis enables organizations to systematically identify strengths, weaknesses, opportunities, and threats, thereby supporting both strategic diagnosis and strategic planning. Strengths represent internal capabilities that facilitate organizational change, such as skilled human resources, technological competencies, and strong brand reputation. Weaknesses denote internal constraints that hinder transformation, including outdated technologies, rigid structures, and

resistance to innovation. Opportunities reflect external trends that can be leveraged during change processes, such as emerging markets, technological advancements, and supportive regulatory initiatives. Threats represent external risks that may undermine strategic initiatives, including intensified competition, economic instability, and disruptive technologies.

A comprehensive SWOT analysis also examines interdependencies between internal and external factors. For example, strong technological expertise may enable organizations to exploit digitalization opportunities, but its effective utilization may require complementary managerial capabilities and organizational restructuring. Thus, SWOT analysis provides an integrative platform for aligning internal organizational capacities with external environmental dynamics, contributing to a higher level of strategic decision readiness during organizational change.

In addition to SWOT analysis, a range of complementary analytical tools supports strategic decision-making during organizational change by expanding the analytical, contextual, and cognitive dimensions of strategic evaluation.

PESTEL analysis provides a structured framework for examining political, economic, social, technological, environmental, and legal factors that shape the external strategic context [2; 13]. This tool enables organizations to anticipate macro-level environmental influences, assess regulatory and institutional constraints, and identify emerging trends that may affect strategic choices during transformation processes. By extending environmental scanning beyond industry-level factors, PESTEL analysis strengthens the contextual domain of strategic decision-making.

Scenario planning represents a forward-looking analytical approach that explores multiple plausible future trajectories and evaluates strategic responses under conditions of uncertainty [24]. By constructing alternative scenarios, organizations can assess potential risks, identify strategic contingencies, and develop flexible strategic options. Scenario planning thus enhances organizational adaptability and contributes to strategic decision readiness by preparing organizations for discontinuous and non-linear environmental changes. In the conceptual framework, scenario planning bridges the analytical, contextual, and behavioral domains, providing decision-makers with structured foresight and adaptive insights.

Decision support systems (DSS) integrate data analytics, computational models, and information processing capabilities to assist managers in evaluating complex strategic alternatives [25]. DSS are particularly valuable in high-velocity change environments, where decision-makers face information overload, time constraints, and bounded rationality. By augmenting human cognitive capacity, DSS strengthen both the analytical and behavioral domains, improving the quality, consistency, and speed of strategic choices. When applied in conjunction with SWOT, PESTEL, and scenario planning, DSS facilitate a multi-domain assessment, enabling organizations to align internal capabilities, managerial cognition, and external conditions with strategic priorities.

Fig. 1 illustrates the strategic decision-making process during organizational change as a structured and iterative sequence of analytical and managerial activities.

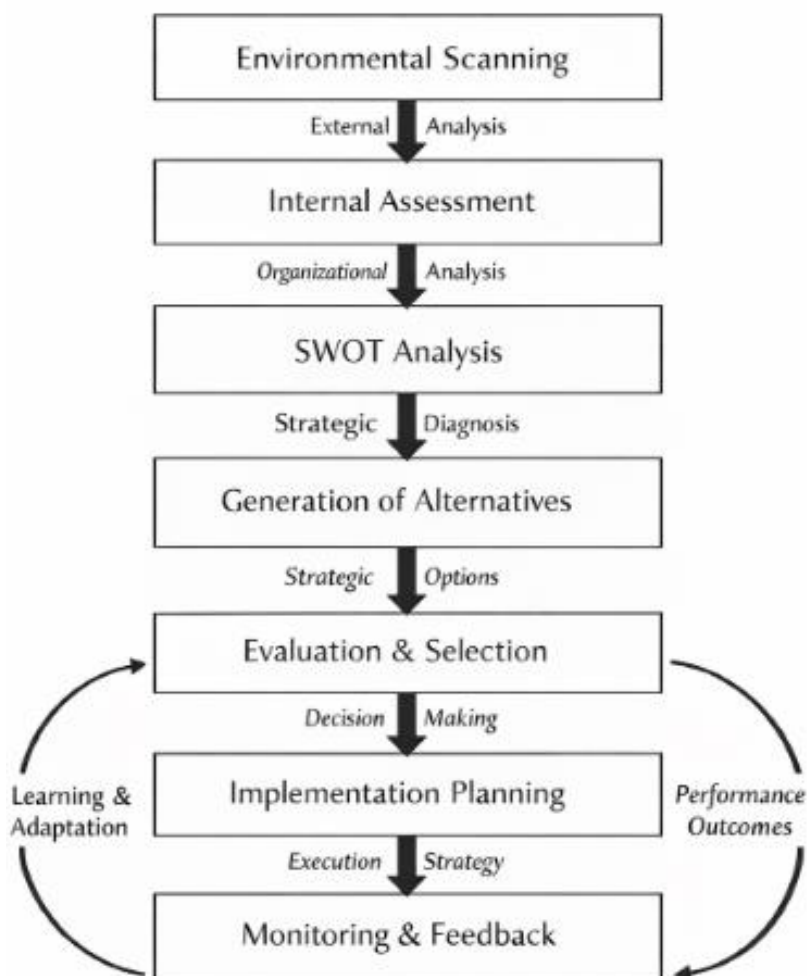


Fig. 1. Strategic decision-making process during organizational change

Source: compiled by the authors; visualization prepared using AI tools

The model depicts the continuous evaluation of internal organizational capabilities and external environmental conditions, the generation and assessment of strategic alternatives, and the implementation of strategic decisions, followed by monitoring and feedback mechanisms that enable organizational learning and adaptation. This iterative logic emphasizes that strategic decision-making under organizational change is not a linear process but a dynamic and recursive cycle in which outcomes influence subsequent decision processes and organizational configurations.

To illustrate the application of structured analytical tools within the proposed framework, this study develops a conceptual multi-scenario simulation of strategic decision-making under technological disruption. The scenario synthesizes patterns reported in empirical studies on digital transformation and manufacturing industries, representing a stylized analytical abstraction rather than a single illustrative case.

Consider a medium-sized manufacturing organization operating in a mature industry and experiencing declining demand due to accelerated digitalization and automation. The organization faces a strategic inflection point requiring a choice between incremental adaptation of legacy production systems and radical investment in Industry 4.0 and AI-enabled manufacturing technologies.

To address the limitations of traditional descriptive SWOT frameworks, this study introduces a multi-domain Strategic Decision Readiness (SDR) diagnostic matrix integrating analytical, behavioral, organizational, and contextual dimensions. Strategic decision readiness is conceptualized as an emergent alignment condition among organizational capabilities, managerial cognition, and environmental dynamics.

Table 2 presents an SDR diagnostic matrix informed by SWOT logic and embedded within the proposed multi-domain framework, enabling systematic assessment of decision readiness under technological disruption.

The diagnostic matrix illustrates that Strategic Decision Readiness is not reducible to isolated internal capabilities or external environmental pressures but emerges from the dynamic interaction of analytical, behavioral, organizational, and contextual domains. The assessment reveals a structurally important tension: while analytical and contextual conditions indicate high urgency for digital transformation, behavioral and organizational misalignments constrain decision execution.

Table 2

**Strategic Decision Readiness diagnostic matrix
(SWOT-informed conceptual simulation)**

Domain	Key Factors	Positive Alignment Indicators	Negative Misalignment Indicators	Implications for SDR
Analytical	Digital capability infrastructure; data analytics maturity	Existing automation platforms; integrated ERP systems	Fragmented IT architecture; low digital literacy	Moderate readiness constrained by technological gaps
Behavioral	Managerial cognitive orientation; risk perception	Transformational leadership orientation; learning culture	Status quo bias; risk aversion among top management	Behavioral inertia reduces decision agility
Organizational	Structural flexibility; resource reconfiguration capacity	Decentralized innovation units; dynamic resource allocation routines	High bureaucratic rigidity; siloed departments	Organizational rigidity limits implementation feasibility
Contextual	Market turbulence; technological disruption intensity	Expanding digital manufacturing markets; supportive regulatory environment	Rapid technological obsolescence; aggressive global competitors	High external pressure increases urgency of strategic action

Within the proposed framework, this multidimensional configuration explains a recurrent paradox observed in organizational change processes – namely, why organizations may recognize strategic necessity yet delay, fragment, or distort decision outcomes. Strategic Decision Readiness is therefore conceptualized not as a static organizational attribute but as a dynamic alignment condition across interacting domains.

The simulation further demonstrates that strategic decision-making under technological disruption is shaped not only by opportunity recognition and analytical evaluation but also by organizational inertia, path dependency, and differential absorptive capacity. These mechanisms highlight how structural and cognitive constraints mediate the translation of analytical insights into strategic action.

In this sense, the matrix operationalizes the proposed framework by transforming abstract cross-domain interactions into a structured diagnostic logic. Unlike conventional SWOT analyses, which primarily classify factors, the SDR matrix explicates causal interaction effects that generate strategic inertia and implementation asymmetries.

The simulation-based scenario represents a conceptual abstraction of recurring empirical patterns in digitally disrupted industries rather than a firm-specific case, thereby enhancing analytical generalizability.

Table 3 illustrates the dynamic outcomes of strategic decision implementation, highlighting both short-term transitional effects and long-term feedback implications. These outcomes demonstrate how strategic decisions reshape organizational capabilities, culture, and structures, thereby influencing future strategic decision processes and creating iterative feedback loops between decisions and organizational change.

Table 3

**Dynamic outcomes of strategic decision implementation
during organizational change**

Outcome dimension	Short-term effects	Long-term effects (feedback implications)
Operational performance	Increased investment and transition costs	Process efficiency gains and digital capability development
Market positioning	Temporary uncertainty and competitive disruption	Enhanced competitive advantage and market differentiation
Organizational culture and structure	Initial resistance and learning challenges	Development of innovation-oriented culture and adaptive organizational structures

The illustrative example demonstrates that strategic decisions under conditions of organizational change require a balance between analytical rigor and managerial judgment. Structured analytical tools such as SWOT analysis enhance the transparency and consistency of strategic evaluation, while managerial cognition and leadership judgment influence the interpretation and implementation of analytical results. When integrated with complementary tools and organizational capabilities, analytical frameworks contribute to higher levels of strategic decision readiness and more resilient strategic outcomes.

Overall, the example highlights the practical and conceptual relevance of structured strategic decision analysis. It illustrates how systematic evaluation of internal and external factors reduces uncertainty, supports organizational adaptability, and enables organizations to align strategic initiatives with evolving environmental and organizational conditions.

Taken together, Tables 1–3 operationalize the proposed multi-domain framework, demonstrating how analytical tools, organizational capabilities, contextual conditions, and managerial cognition jointly shape strategic decision readiness and strategic outcomes during organizational change. Building on this integrative perspective, it is important to recognize that the mode of strategic decision-making itself is contingent on the intensity and type of organizational change. Different levels of environmental turbulence and transformation complexity require the application of distinct decision logics and complementary analytical instruments.

Table 4 presents a contingency-based alignment between the intensity of organizational change, dominant decision modes, and the corresponding analytical and managerial instruments.

Table 4

Alignment between intensity of organizational change and dominant strategic decision modes

Change intensity	Dominant decision logic	Analytical and managerial instruments	Conceptual justification
Incremental change	Rational-analytical	SWOT, PESTEL, traditional strategic planning	Stable environments allow linear planning and bounded rationality
Transformational change	Hybrid (analytical and experiential)	Scenario planning, strategic foresight, participative decision processes	Increased uncertainty requires combining analysis with managerial judgment
Disruptive change	Adaptive and real-time decision-making	DSS, AI-based analytics, real-time dashboards	High turbulence demands dynamic capabilities and continuous decision adjustment

By linking change intensity with decision logic, the matrix extends the multi-domain framework, highlighting how analytical, behavioral,

and organizational domains interact under varying environmental conditions to support adaptive, informed, and timely strategic decisions.

The proposed matrix links the intensity of organizational change with dominant strategic decision modes and corresponding analytical instruments. This alignment extends the multi-domain framework by specifying how analytical and behavioral domains interact under varying levels of environmental turbulence.

While prior sections have examined the determinants of strategic decision-making and the application of analytical tools such as SWOT, PESTEL, and decision support systems, these perspectives often remain fragmented, addressing either rational, behavioral, or contextual aspects in isolation. This fragmentation limits the ability to systematically understand how strategic decisions are formulated and executed during organizational change. These domains were selected based on their recurrent presence in strategic management literature [1–16] and their complementary explanatory roles. To address this gap, the present study proposes an integrated conceptual framework that synthesizes analytical, behavioral, contextual, and organizational domains into a coherent multi-domain system (Fig. 2). The framework unifies analytical, behavioral, contextual, and organizational perspectives, reflecting both the theoretical diversity and the practical complexity of strategic decisions in dynamic environments.

The model conceptualizes strategic decision-making as a multi-domain system, where each domain contributes to the organization's strategic decision readiness, which in turn influences strategic outcomes and feeds back into organizational capabilities and decision processes.

The analytical domain encompasses formal tools, data analytics, and decision-support models that enable structured evaluation of strategic alternatives. This domain reflects the rational–analytical tradition in strategy literature, emphasizing systematic environmental scanning, scenario planning, and quantitative assessment of internal and external factors [2; 3]. It was included because structured analysis remains fundamental for informed strategic choices, particularly when uncertainty is high.

The behavioral domain captures cognitive and psychological factors influencing decision-making, including bounded rationality, cognitive biases, intuition, and managerial judgment [5; 6; 11]. This domain addresses the human dimension often overlooked in purely

analytical models, recognizing that decision outcomes are shaped not only by information but also by interpretation, learning, and social interaction.

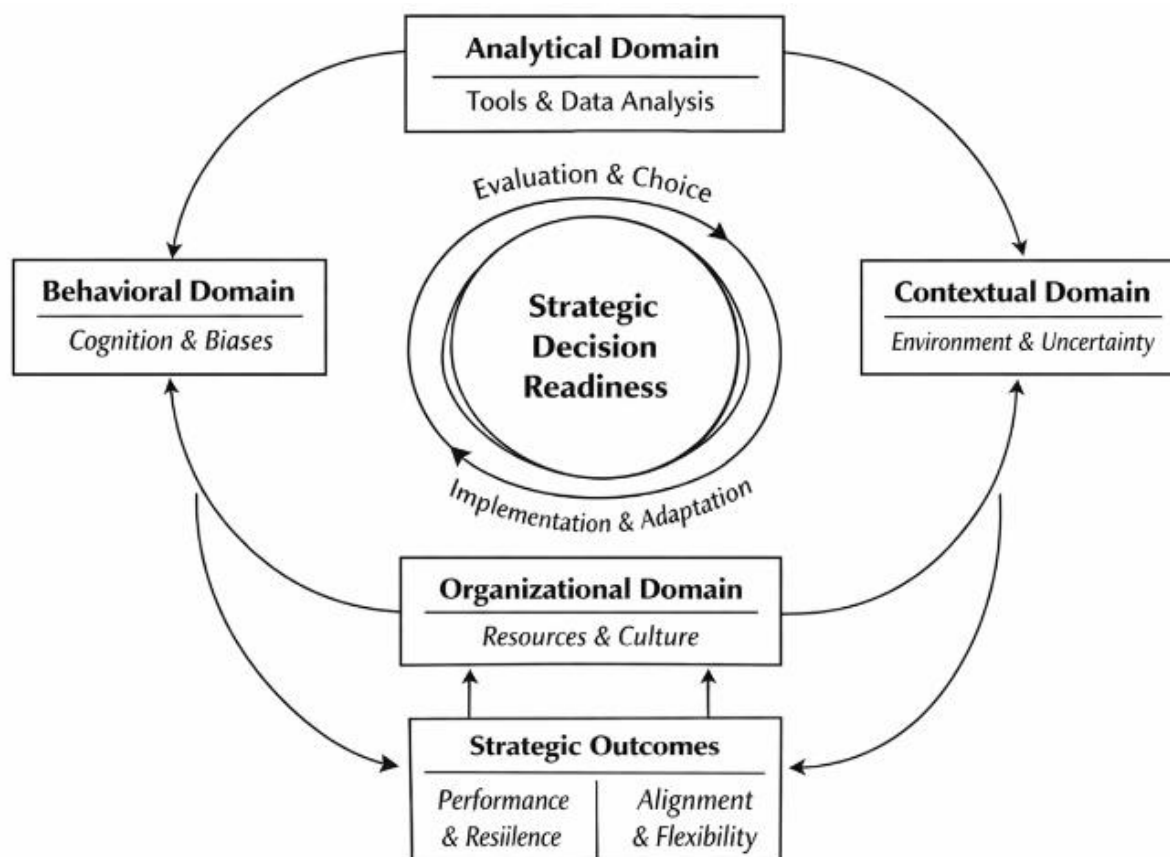


Fig. 2. **Integrated conceptual framework of strategic decision-making under organizational change**

Source: compiled by the authors; visualization prepared using AI tools

The contextual domain represents external environmental and institutional conditions, including industry dynamics, technological turbulence, regulatory frameworks, and macroeconomic uncertainty [7; 13]. By incorporating this domain, the framework acknowledges that strategic decisions do not occur in a vacuum but are embedded in evolving organizational and environmental contexts, which can both constrain and enable specific strategic options.

The organizational domain encompasses internal characteristics such as resources, culture, leadership style, and structural configuration [12]. This domain reflects the resource-based view and organizational design perspectives, highlighting that strategic decision-making is contingent upon the organization's internal capacity to implement change effectively.

The interaction among these four domains generates Strategic Decision Readiness, defined as the organization's capability to formulate, evaluate, and implement strategic decisions under conditions of change. Feedback loops illustrate how strategic outcomes reshape organizational resources, cognition, and analytical capabilities over time, creating a dynamic and iterative decision process. This design emphasizes that strategic decisions both influence and are influenced by organizational change, integrating decision theory with organizational change theory – a linkage often absent in prior research.

To clarify the conceptual boundaries of Strategic Decision Readiness, Table 5 differentiates this construct from related concepts frequently used in the strategic management and organizational change literature.

Table 5

Conceptual differentiation of Strategic Decision Readiness

Construct	Core focus	Level	Difference from SDR
Organizational readiness for change	Attitudes and commitment to change	Organizational climate	SDR integrates analytical and cognitive decision capacities
Strategic flexibility	Resource reconfiguration capability	Strategic capability	SDR focuses on decision formulation and evaluation capacity
Decision effectiveness	Decision outcomes and performance	Outcome construct	SDR is an antecedent capability enabling effective decisions
Dynamic decision capability	Managerial sensing and seizing	Managerial capability	SDR is a systemic multi-domain organizational capability

Thus, Strategic Decision Readiness is positioned as a higher-order dynamic capability that integrates decision determinants, processes, and outcomes within a unified theoretical structure.

This multi-domain integration extends beyond existing models by simultaneously accounting for rational analysis, behavioral processes, contextual conditions, and organizational capacity, rather than treating them separately. Unlike traditional frameworks that focus on a single domain or linear processes, the proposed model highlights interdependencies, supports adaptive decision-making under uncertainty, and provides a theoretical scaffold for evaluating strategic choices in

dynamic environments. Consequently, it offers a conceptual contribution by formalizing the interplay between domains, operationalizing Strategic Decision Readiness, and providing a platform for linking analytical rigor with managerial judgment during organizational change.

This study offers several theoretical contributions to the literature on strategic decision-making and organizational change.

First, the article advances an integrative conceptualization of strategic decision-making by synthesizing rational–analytical, behavioral–cognitive, contextual, and organizational perspectives into a coherent multi-domain framework. While prior research has extensively examined these dimensions, they have predominantly been treated as analytically separate or loosely connected explanatory streams. The proposed framework contributes by explicitly formalizing their interdependencies and conceptualizing strategic decision-making as a systemic, multi-domain process rather than a linear or single-perspective phenomenon.

Second, the study introduces and conceptualizes Strategic Decision Readiness as a central integrative construct that links determinants, decision processes, and strategic outcomes. Unlike existing concepts such as decision effectiveness, strategic flexibility, or organizational readiness for change, Strategic Decision Readiness is defined as an organization's dynamic capability to formulate, evaluate, and implement strategic decisions under conditions of environmental turbulence and organizational transformation. This construct provides a bridging mechanism between decision theory and organizational change theory, thereby addressing a theoretical gap in understanding how organizations sustain decision quality in unstable environments.

Importantly, Strategic Decision Readiness is theoretically differentiated from related constructs. Unlike organizational readiness for change, which primarily reflects attitudes, commitment, and change receptivity, Strategic Decision Readiness encompasses the cognitive, analytical, and structural capabilities required to generate and implement strategic decisions. Unlike strategic flexibility, which emphasizes the ability to reconfigure resources, Strategic Decision Readiness focuses on the decision-making capacity that precedes and enables such reconfiguration. In contrast to decision effectiveness, which is an outcome construct, Strategic Decision Readiness represents a processual and capability-based antecedent. Finally, while dynamic decision capability emphasizes managerial sensing and seizing activities, Strategic Decision

Readiness integrates organizational, analytical, behavioral, and contextual dimensions into a systemic readiness state, thereby extending the dynamic capabilities perspective into the domain of strategic decision processes.

Third, the framework extends traditional models of strategic decision-making by incorporating dynamic feedback loops, emphasizing that strategic decisions both shape and are shaped by evolving organizational capabilities, managerial cognition, and contextual conditions. This recursive logic moves beyond static representations of decision processes and aligns the model with contemporary views of continuous organizational change and dynamic capabilities.

Fourth, the article develops a contingency-based alignment between change intensity and dominant decision modes, specifying how different levels of environmental turbulence and transformation complexity necessitate distinct decision logics and analytical instruments. This contribution refines existing contingency perspectives by linking organizational change theory with decision-making mechanisms and analytical infrastructures.

Collectively, these contributions enhance the theoretical understanding of strategic decision-making under conditions of uncertainty, offering a structured basis for analyzing how analytical rigor, managerial cognition, organizational capacity, and environmental dynamics jointly influence strategic outcomes.

Unlike traditional rational–analytical models that emphasize structured planning, behavioral frameworks focusing on cognitive processes, or contingency approaches highlighting environmental fit, the proposed framework conceptualizes strategic decision-making as a dynamically integrated, multi-domain system. The model does not replace existing perspectives but provides a higher-order integrative structure that explains how these dimensions jointly shape decision readiness and strategic outcomes under conditions of organizational change.

Conclusion. This article advances the theoretical and analytical understanding of strategic decision-making under conditions of organizational change by developing an integrative multi-domain framework that synthesizes rational-analytical, behavioral, organizational, and contextual perspectives. The study demonstrates that strategic decision processes cannot be adequately explained within single-paradigm models, as decision effectiveness emerges from the dynamic interaction among analytical infrastructures, managerial cognition, structural configurations, and environmental conditions.

The proposed framework reconceptualizes strategic decision-making as a systemic organizational phenomenon embedded within continuous change dynamics rather than as a discrete managerial activity. Within this perspective, decision quality depends on cross-domain alignment, where analytical evaluations, behavioral orientations, organizational flexibility, and contextual interpretations jointly shape strategic outcomes. This integrative logic provides a theoretical explanation for persistent variations in decision effectiveness observed among organizations operating under comparable environmental pressures.

The conceptual analysis highlights that strategic decisions formulated during organizational transformation are influenced not only by rational assessment of opportunities and constraints but also by organizational inertia, cognitive biases, path dependencies, and structural rigidities. Even when analytical and contextual conditions signal strategic urgency, misalignments within behavioral and organizational domains may constrain or distort decision implementation. This multidimensional interpretation clarifies why organizations frequently exhibit delayed responses, fragmented strategic actions, or inconsistent adaptation trajectories.

Within the developed framework, Strategic Decision Readiness is introduced as an integrative conceptual construct that captures the organization's capacity to sustain decision coherence under conditions of uncertainty and transformation. Rather than representing an isolated capability, this construct reflects the alignment of interacting domains that collectively condition decision processes and outcomes. In this sense, the study extends existing strategic management models by linking decision determinants, mechanisms, and consequences within a unified analytical structure.

From a theoretical standpoint, the article contributes to strategic management literature by advancing a multi-domain interaction perspective, reconciling competing decision paradigms, and strengthening capability-based interpretations of strategic decision processes. The framework also provides an analytical basis for examining decision heterogeneity, strategic inertia, and adaptation asymmetries in turbulent environments.

From a managerial perspective, the findings emphasize that enhancing strategic decision effectiveness requires more than improving analytical tools or information systems. Sustainable decision quality depends on mitigating cross-domain misalignments, including cognitive

constraints, structural rigidities, and inconsistencies in contextual interpretation. Organizations navigating transformation processes must therefore develop integrated decision architectures that balance analytical rigor with organizational flexibility and behavioral adaptability.

Despite its conceptual orientation, the study establishes a foundation for future empirical research. Further investigations may operationalize the proposed framework, examine the measurement dimensions of cross-domain alignment, and test the causal mechanisms influencing decision effectiveness across industries and turbulence regimes. Extending the model to crisis contexts, technological disruptions, and high-uncertainty environments may offer additional theoretical refinement.

In conclusion, the article positions strategic decision-making as a dynamic, multi-domain organizational process shaped by continuous change and systemic interactions, thereby offering a more comprehensive analytical lens for understanding decision behavior in complex and turbulent settings.

Conflict of Interest: The authors declare that they have no conflicts of interest.

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СТРАТЕГІЧНЕ ПРИЙНЯТТЯ РІШЕНЬ В УМОВАХ ОРГАНІЗАЦІЙНИХ ЗМІН: КОНЦЕПТУАЛЬНІ ТА АНАЛІТИЧНІ ПЕРСПЕКТИВИ

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Анотація. У статті досліджено стратегічне прийняття рішень у контексті організаційних змін, акцентуючи увагу на інтеграції аналітичних, поведінкових, організаційних та контекстуальних доменів. Сучасні організації функціонують у середовищі високої турбулентності, характеризованому невизначеністю, швидкими технологічними трансформаціями та структурною нестабільністю. Традиційні раціонально-аналітичні моделі, що передбачають стабільність інформації та лінійність процедур, недостатньо пояснюють ефективність стратегічних рішень у таких умовах. Стратегічні рішення набувають особливого значення під час організаційних змін, оскільки вони передбачають незворотні зобов'язання, міжфункціональну координацію та довгострокові наслідки для адаптації та конкурентоспроможності організації. У статті запропоновано концепт *Strategic Decision Readiness (SDR)* як інтегративну організаційну здатність, що виникає у результаті взаємодії аналітичних інструментів, когнітивних процесів управлінців, внутрішніх організаційних ресурсів і зовнішніх умов. Розроблено багатодоменну концептуальну модель, яка розглядає стратегічне прийняття рішень як динамічний процес узгодження між доменами, а не як лінійний аналітичний механізм. Модель поєднує класичні раціонально-аналітичні інструменти (*SWOT*, *PESTEL*, сценарне планування, *DSS*) з поведінковими, організаційними і контекстуальними чинниками, що формують здатність організації до адаптивного та обґрунтованого прийняття рішень у нестабільних умовах.

Результати дослідження демонструють, що ефективність стратегічних рішень визначається не окремими компетенціями чи ресурсами, а синхронною взаємодією доменів. *SDR* дозволяє пояснити системні варіації у якості рішень між організаціями, що працюють у подібних умовах зовнішньої турбулентності. Практичне застосування моделі сприяє підвищенню готовності організації до стратегічних змін, розробці інтегрованих архітектур прийняття рішень та балансуванню аналітичної точності з організаційною гнучкістю й поведінковою адаптивністю.

Ключові слова: стратегічне прийняття рішень, організаційні зміни, стратегічна готовність, багатодоменна модель, аналітичні інструменти, поведінкові чинники, організаційна гнучкість, контекстуальні умови.

Стаття надійшла до редакції / Received: 12.01.2026 р.

Прийнята до друку після рецензування / Revised and Accepted: 26.02.2026 р.

Дата публікації статті / Published: 15.04.2026 р.

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