"Assessing the relationship between organizational culture and strategic decision-making through the mediating effect of the dynamic environment in the Jordanian ICT industry"

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BUSINESS PERSPECTIVES

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ASSESSING THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND STRATEGIC DECISION-MAKING THROUGH THE MEDIATING EFFECT OF THE DYNAMIC ENVIRONMENT IN THE JORDANIAN ICT INDUSTRY

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Abstract

The need for organizations to remain flexible is crucial. This study aims to assess the way organizational culture, dynamic environments, and strategic choices can be related in the case of the Jordanian ICT industry with emphasis on the mediating effect of the dynamic environment. The paper employed a questionnaire sent to 256 employees from several ICT companies involved in strategic decision-making and planning. The analyses showed that organizational culture significantly affects strategic decision-making, with the dynamic environment serving as an important mediator. More precisely, it explained 50.6% of the variance in decision-making ($R^2 = 0.506$) and 52.2% of the variance in perceptions about the dynamic environment ($R^2 = 0.522$). Thus, consistency ($p = 0.007$) and adaptability ($p = 0.006$) emerged as critical cultural dimensions that enhance effective strategic decision-making. Additionally, the prominent effect of the dynamic environment on decision-making was identified ($p = 0.000$). Therefore, Jordan's ICT companies can enhance their strategic decision-making and gain a competitive advantage in a sustainable manner by focusing on organizational culture with priorities on consistency and adaptability. This kind of culture ensures better alignment with strategies and quick responses to market or technological changes, contributing to long-term business sustainability.

Keywords	turbulent environment, market dynamics, involvement, consistency, adaptability, cultural influence, strategic insight, organizational alignment, Jordan
JEL Classification	L20, M14, M10, D70

INTRODUCTION

As competition has heightened in the world market over the last few years, companies have been working in more and more dynamic, uncertain, volatile, and complex conditions. This has made the concept of turbulence quite pertinent in a business setting today as it presents unique and new concerns to organizations. They have to transform their working plans and environments to be effective in the market. Technology has been one of the essential factors that push these changes to the market, transforming existing industries and creating new ones with new rules. In addition, strategic decision-making, organizational culture, and the self-adjustment and self-involvement of the organization and its members are critical in relation to this turbulence. More specifically, a McKinsey study showed that companies with high cultural adaptability are 3.7 more likely to achieve high performance. Additionally, organizational decision-making speed has been noted to

increase by up to 40% upon the increasing empowerment of the employees through the provision of coaching and delegation of responsibilities, thereby integrating them within the decision-making structures (De Smet et al., 2020).

Within the information and communication sector in Jordan, specific concerns prevail within the organizations and highly affect the decision-making at both the operational and the strategic levels. Among the worries is an insufficient business and regulatory environment, making it hard for ICT firms to maneuver within the legal and bureaucratic systems (Jordan Times, 2022). This is caused by frequent modification of laws and the lack of government provision of information, making it hard for businesses to strategize in the long run (GIZ, 2019). Further practical challenges in the Jordanian ICT industry are integrating organizational culture with strategic aims into such a fluctuating environment. This is an industry known for fast-paced changes in technology and consumer desires, thus requiring companies to adopt a culture that promotes agility, innovation, and responsiveness.

Many organizations have difficulty translating their existing cultures to this new demand. In addition, with the organization defending against any fast market adaptation lacking a certain level of discipline, it is strategically dislocated, and competition suffers (International Trade Administration, 2024). Opportunities will not only decrease but may pass businesses by altogether. In such a rapidly developing market, a lack of conformance between one's work and the pace of invention and adaptation can only be fatal. The fast pace of technological change makes continuous learning and adjustment an absolute necessity. Organizations are at the point where they must develop a culture that encourages continued education and freedom to move. However, pervasive cultural norms and opposition to change can make this difficult. Changing from any practice so entrenched will be equally difficult for employees and leadership; it cannot just adapt to new tech or methodologies overnight. This resistance can inhibit innovation that could prevent the organization from being behind in tech trends, which has a significant impact on performance and growth.

As a result, the leaders of this industry need to have a strategic vision and be able to adapt swiftly in the event of change. The competency of handling an uncertain atmosphere is essential in delivering end results. Strategic decision-making includes an effective balance of foresight and flexibility, coupled with prompt local commitment action. Leaders are not only responsible for navigating their organizations through the ever-changing market demands but also for long-term sustainability and healthy enterprise.

1. LITERATURE REVIEW AND HYPOTHESES

Organizational culture, strategic decision-making, and the ability to fit into a changing context are the three components defining the success of any firm over the long term. Culture is both supportive and restrictive during strategic decision-making, with specialized attention to shared beliefs, mobility, and definite purpose. At the same time, the constant change of external factors and technologies makes both flexibility and strength of the organizations a necessity; thus, dynamic decision-making structures become a requisite. However, notwithstanding the wealth of knowledge present on these individual concepts, very few studies have examined how culture, strategic decision-making, and environmental dynamism are interrelated and, more so, how some variables like culture and decision-making interact within the ICT industry. This gap further emphasizes how further exploration of these interactions help organizations perform in this fast-changing industry.

Understanding these aspects is important because, given the time, culture is imperative to making all strategic choices and adapting the organization to the changes. Organizational culture and developed business strategies are tightly interrelated because culture is an essential driver or inhibitor of a strategy. Organizational culture can be seen as a paradigm of shared basic assumptions that were invented, revealed, or established by an organization to manage its problems of external adaptation and internal in-

tegration (Schein, 2010). Culture is the lifeblood of an organization, helping it define its organizational identity, shape decisions, and provide a sense of home for individuals (Deal & Kennedy, 2000).

Moreover, organizational culture is multi-dimensional, and several models exist to understand it. The most visible part of culture is artifacts – in other words, dress codes and office layouts (Hatch, 1993). On the other hand, basic underlying assumptions are unconscious and automatically control behavior within the organization, whereas espoused values consist of stated norms and rules that direct behaviors (Argyris & Schön, 1978). Another conspicuous model, proposed by Denison et al. (2004), underlines the following four key traits: adaptability, involvement, consistency, and mission. All these traits together contribute to a cohesive and high-performing organizational culture and act as building blocks of the overall effectiveness of the company. For instance, involvement at all levels is instrumental in promoting employee engagement. The approach of involving employees and encouraging their participation helps the employees develop a sense of ownership for the work and its outcomes, hence bringing efficiency and productivity (Zaware, 2020). If involvement is high, employees' personal goals largely align with company-wide goals, providing a direction and a unified sense of purpose. This not only aligns with the improvement of performance by the individual but at the same time encourages teamwork, as employees feel from the very beginning that they are part of the process and thus may contribute innovative ideas (Khairova & Khairov, 2020).

Where the level of involvement is high, the collaboration can bloom. It gives birth to new ideas while at the same time improving present work due to the engagement of each member. Following on from involvement, consistency provides the basis of shared values that underpin decisions taken and implemented within the organization. A consistent corporate culture will mean employees are clear about what the focus should be, offering a secure work environment where trust can be established between colleagues and their customers (Shahid & Azhar, 2013). Consistency in values and practices helps ensure that the same direction is pursued, which is both appropriate and necessary for long-term success. It creates a reliable environment in

which employees know that their actions are appropriate to the company's standards and expectations (Saran, 2023). While consistency gives continuity to organizations, it is also important that adaptability be applied to successfully set up enterprises in dynamic environments. Adaptability allows businesses to bend their strategies to respond to any upcoming problems or opportunities as conditions change, always sustaining integrity to the core values of the organization (Niehaus et al., 2023). Whereas rigid companies cannot adapt to new challenges without forgetting the very foundation on which their principles were built, adaptable companies can heed the call. This is critical in the contemporary market, which is fast-moving and competitive, where the ability to respond promptly to changes in the external environment can determine success or failure for any given firm (Lesníková & Sujová, 2023). Moreover, a clear mission is essential to guide and unify the efforts of all employees (Zhu et al., 2016). Babnik et al. (2014) emphasized that a strong mission aligns, guides decisions at all levels of management, and brings employees into alignment with corporate goals and cultural norms. A clearly defined mission is further helpful in gaining the trust and belief of many stakeholders since it creates credibility in the company's realization of stated objectives (Wickham, 1997). This reinforces the words with permanent targets of the company and makes consistency a successful path in the upcoming years too.

As for strategic decision-making, it is a complex, multifunctional process that greatly affects the long-term success and adaptability of a firm operating in a volatile market environment (Suvorova et al., 2024). Decision-making in strategy is crucial as it defines the long-term outcome and the adaptability of any organization. This involves choosing the best alternative course to attain organizational goals. Strategic decision-making is a critical process that determines the long-term success and adaptability of an organization (Kumar, 2024). It involves selecting the best course of action among various alternatives to achieve organizational objectives. The scope and scale of an organization's strategies significantly impact the decision-making process at different organizational levels: corporate, business, and functional. These levels are interconnected, and decisions at one level can profoundly affect the others.

At the corporate level, decision-making revolves around defining the overall direction of the organization. Decisions about diversification, mergers, and acquisitions require careful consideration of long-term objectives and resource allocation. Grant (2016) emphasizes that corporate-level decisions involve evaluating opportunities and threats in the external environment and aligning them with the organization's strengths and weaknesses. Therefore, decision-makers must assess how diversification or acquisition will contribute to competitive advantage and shareholder value (Ansoff, 1957). This requires rigorous analysis and forecasting, as poor decisions at this level can have far-reaching consequences (Buehring & Bishop, 2020). Thus, strategic clarity at the corporate level is paramount to guide the entire organization's efforts. Transitioning to the business level, decision-making focuses on how to compete effectively in specific markets. Managers must decide on competitive strategies such as cost leadership, differentiation, or focus (Porter, 1980). Market conditions, customer preferences, and competitor actions influence these decisions. Effective decision-making at this level involves analyzing industry structures and leveraging unique resources and capabilities to sustain competitive advantage (Barney, 1991). Aligning business-level strategies with corporate objectives ensures coherence and synergy across the organization. Consequently, decisions made at the business level serve as a bridge between overarching corporate goals and the operational realities of the market.

At the functional level in IT companies, decision-making involves optimizing specific departments such as software development, IT infrastructure, data analytics, and cybersecurity to support higher-level strategies (Reichstein, 2019). Kaplan and Norton (2004) argue that aligning functional decisions with strategic objectives ensures cohesive implementation throughout the organization. For example, software development managers must choose programming languages and development frameworks that align with the company's innovation goals and technological direction (Reichstein, 2019). These functional decisions require coordination and communication among departments like R&D, marketing, and operations to maintain consistency with corporate and business-level strategies (Thompson & Strickland, 2003).

Therefore, effective functional-level decision-making in IT companies reinforces and enhances the strategic goals set at higher levels, contributing to organizational effectiveness.

However, organizational culture plays a major role in how decisions are made in an organization. It shapes the values, norms, and behaviors that the members of an organization may use during decision-making. For instance, a facilitating culture allows openness, teamwork, and innovation. Denison and Mishra (1995) relate high-involvement and adaptive cultures to high decision-making capabilities. In other words, a high-scope environment enables employees at all levels to initiate participation in an organization's decision-making. Indeed, a supportive culture makes the organization responsive to any challenge or opportunity it confronts in order to realize continuous competitive advantage (Seema, 2022).

On the other hand, a culture that hinders decision-making is resistant to change and exhibits rigid hierarchies and risk avoidance (Bate, 2022). Organizations resistant to cultural changes face difficulties in strategic renewal and adaptation and slow decision making (Tajuddin et al., 2022). Therefore, strategy demands proper cultural fit for effective decision-making. Boateng and Yamoah (2023) emphasized that organizational culture and strategic objectives have to be aligned, and such misalignments do generate conflicts and hence lead to poor implementation of decisions.

Notwithstanding, the fast and unforeseen changes can have an enduring impact on business strategies, conventions, and results (Schoemaker et al., 2018). Such environments frequently come from technological progress, shifts in customer predilections, regulation changes, and intensified global competition. In order to ensure business remains competitive over the long term, one of the key ways to do this is by adapting or responding astutely to any changes in the environment.

Several principles define dynamic environments: volatility, complexity, uncertainty, and mistiness ambiguity (Shatem & Abou-Moghli, 2024). The uncertain changes in environments require businesses to work through complicated factors. One of the main survivors of change
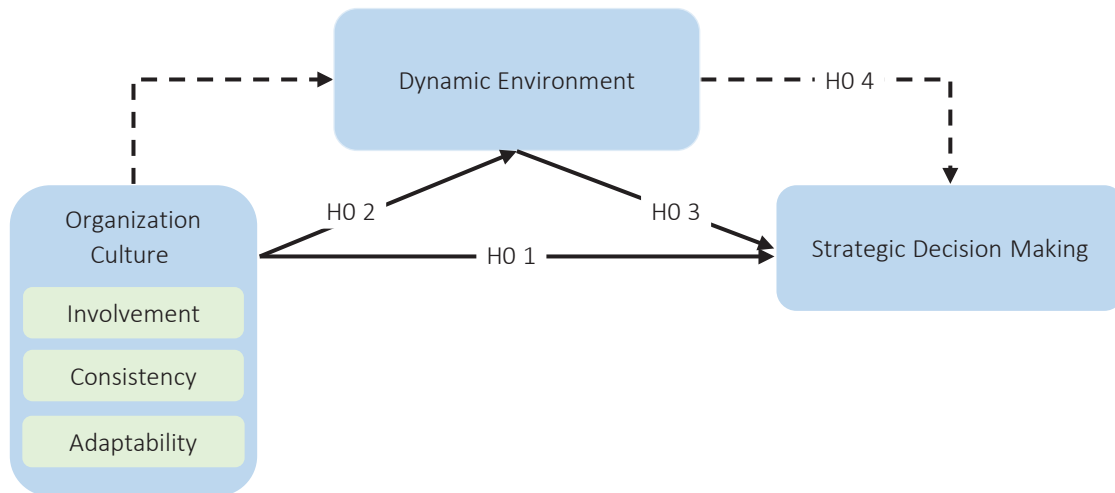
Figure 1. Research model

is innovation, as, in the past, whole industries have shaken off their old patterns and caused a stir as well as new opportunities (Khuan et al., 2023). In the process of adapting to these changes, businesses have to be both imaginative and pragmatic (Mayson, 2011). They need to re-arrange the managerial structure and everyday method of work. Furthermore, a rapidly changing economic environment may bring about sweeping changes for businesses from one end of the spectrum to another (Kapoor, 2017). Those companies that have responded most nimbly to trends moving upwards and been flexible in response to the market's changes have always been ahead of developments.

Regulatory changes further mess up the picture as alterations in laws, rules, and policies can have a significant effect on many industries (MacGregor & Madsen, 2018). In addition, globalization creates evolving links between countries the world over (K. Ristovska & A. Ristovska, 2014). Thus, events happening in one region can have an effect somewhere else. Therefore, companies should recognize trends going beyond national borders and adjust their approach to cope with opportunities and problems that transcend them. Indeed, dexterity is the key, meaning that an organization reacts promptly and effectively in the case of change. Such demands flexible processes, a decentralized decision-making mechanism for the distribution of responsibility and power, and a climate of tolerating new and flexible ideas (Bjørnstad & Lichacz, 2013). Also indis-

pensable is constant innovation, which is needed to always stay ahead of peers and meet changing consumer needs. Companies must also exchange information and resources and form a network to detect and respond to changes in the rest of their ecosystem. Though it is demanding to accept change, those flexible and imaginative enough to do so will flourish in places and times where others cannot (O'Brien, 2023). Strategic flexibility is another necessity for companies operating in turbulent conditions, implying the need to modify the approach as conditions change (Godwin & Sorbarikor, 2022). Those frames that are attuned to detecting and responding to latent risks fortify buoyancy. Briefly, those organizations that first focus on creating an organizational fabric that is able to alter as circumstances demand do not fail when the waves hit and retreat.

Building on the given theoretical underpinnings, this study aims to assess the interrelationship between organizational culture and strategic decision-making through the mediating effect of the dynamic environment in the Jordanian ICT industry. The analysis is anchored in a well-defined research paradigm, as illustrated in Figure 1, and is further substantiated by a set of research hypotheses.

Ho1: *There is no statistically significant impact at ($\alpha = 0.05$) of organizational culture (involvement, consistency, adaptability) collectively on strategic decision-making in Jordanian ICT companies.*

Ho2: *There is no statistically significant impact at (α = 0.05) of organizational culture on the dynamic environment in Jordanian ICT companies.*

Ho3: *There is no statistically significant impact at (α = 0.05) of dynamic environment on job strategic decision-making in Jordanian ICT companies.*

Ho4: *There is no statistically significant impact at (α = 0.05) of organizational culture on strategic decision-making through the dynamic environment in Jordanian ICT companies.*

2. METHODS

Figure 1 provides insight into the relationship between organizational culture, dynamic environment, and strategic decisions. A quantitative research methodology was employed to investigate the associations between variables and generalize the results. Additionally, the paper amalgamated multiple descriptive and analytical means to present its own findings.

Primary data were collected using questionnaires targeted to employees in the Jordanian ICT industry, along with secondary data needed for context and key themes. A population of 500 employees included managerial and non-managerial staff from different ICT companies operating in Jordan, who were all involved in strategic decision-making and planning. To take a representative sample, the study used a simple random sampling method. In all, 400 questionnaires to be completed were distributed, and only 256 valid responses reported a response rate of approximately 64%.

The structure of the questionnaire entails three preliminary parts (Appendix A). The first part included fifteen items to measure the organizational culture tested through three dimensions, and the second part comprised ten items testing strategic decision-making; also, ten overall different questions were rest upon the dynamic environment. Participants rated their responses using a 5-point Likert scale (strongly disagree, 1, to strongly agree, 5). Scale was interpreted as

1-2.33 (low), 2.34-3.67 (medium), and more than or equal to 3.68 (high).

Statistical tests were employed to examine the gathered data and test the hypotheses. Descriptive statistics were utilized to recapitulate the data, whereas inferential statistics, such as regression analysis, were conducted to verify the mediating effect of a dynamic environment. Ethical guidelines were strictly followed, and the study ensured that the confidentiality of respondents was maintained.

2.1. Reliability of scales

The reliability of questionnaire items was subject to reliability tests. Zikmund (2000) explains that reliability pertains to the consistency, variability, and stability of a measurement tool. The questionnaire item's reliability was assessed with the calculation of Cronbach's alpha coefficient (Hair et al., 2019).

Table 1. Cronbach's alpha

Examine Construct	Total of items	Cronbach's alpha
Organizational Culture	15	0.91
Involvement	5	0.92
Consistency	5	0.90
Adaptability	5	0.91
Strategic Decision-Making	10	0.89
Dynamic Environment	10	0.88
All	30	0.90

Table 1 clearly indicates the questionnaire displays strong internal reliability. The overall construct reliability score is 0.90. Specifically, the 15 items of the organizational culture scale boast an alpha of 0.91, with its three underlying dimensions of involvement, consistency, and adaptability attaining scores of 0.92, 0.90, and 0.91, respectively. The 10 items of strategic decision-making assessment follow closely behind at 0.89. Finally, the dynamic environment metric, also containing 10 items, presents an alpha of 0.88. Therefore, one can confidently conclude these tools consistently measure their intended domains due to their high reliabilities. Reliability coefficients of this high caliber surpass the accepted benchmark (Pallant, 2005). The high Cronbach's alpha values indicate that internal consistency and reliability in reaching the desired research aims.

Table 2. Demographics

Characteristics	Classifications	Frequencies	Percentages
Gender	Female	53	20%
	Male	203	80%
	Total	256	100%
Age Category	Under 30 years old	100	39%
	Between 30 and 40 years	116	45%
	50 years and older	40	16%
	Total	256	100%
Work Experience	Less than 5 years	90	35%
	Between 5 and 10 years	100	39%
	Between 10 and 15 years	28	11%
	More than 15 years	38	15%
	Total	256	100%
Educational Qualification	Diploma Level or Below	26	10%
	Bachelor's degree	180	70%
	Master's degree	50	20%
	Total	256	100%
Job Level	Employee	169	66%
	Assistant Manager	40	16%
	Department Head	20	8%
	Division Manager	19	7%
	Director	8	3%
	Total	256	100%

Table 2 provides a snapshot of the demographic attributes within the sample set under scrutiny, shedding light on distinguishing factors such as gender, age, tenure on the job, educational qualifications attained, and career stage. An imbalance emerges, with 80% of those surveyed being male, which is a disparity that could affect the outcomes. The most common age falls between 30 and 40, constituting 45% of the total, spotlighting a concentration on mid-career folks. Those 50 or older represent the smallest portion at a mere 16%, intimating a relative youthfulness within the sample. Regarding years in the field, the bulk has 5 but less than 10, amounting to 39%, while less than 5 years comprise 35%, accentuating a predominance of new professionals. Indeed, educational qualifications show that 70% of participants have a Bachelor's degree; this might lead the sample to be educated and change their vision on strategic decision-making. By job level, they are 66% of regular employees, which gives insights at non-managerial levels and only with a lower percentage (3%) being at the director level. This distribution shows that their results represent an operational view more than a strategic one.

3. RESULTS AND DISCUSSION

3.1. Descriptive statistics

The study analyzes the sample's responses in standard deviations and arithmetic means regarding the independent, mediator, and dependent variables.

Table 3 demonstrates that the study participants generally view the culture positively, with a score of 4.19. The level of consistency is highly regarded, scoring 4.45 with a deviation of 0.68, highlighting its significance in how they view the culture

Table 3. Descriptive statistics for organizational culture

Dimension	Statement	Mean	S.D	Rank	Level of Importance
Organizational Culture	Involvement	4.21	0.84	2	High
	Consistency	4.45	0.68	1	High
	Adaptability	3.92	0.83	3	High
Overall Mean		4.19			High

within the organization. Following closely is the aspect of involvement, which scored 4.21 with a deviation of 0.84, indicating that it is also greatly valued by those surveyed. Despite scoring 3.92 and having a deviation of 0.83, adaptability is still considered important, as it shows its influence on the organizational culture. The high mean scores for all aspects of culture imply that the participants value every dimension equally.

Table 4. Descriptive statistics for strategic decision-making

Dimensions	Mean	S.D	Level of Importance
Strategic Decision-Making	2.75	0.80	Medium
Overall Mean	2.75		Medium

The findings in Table 4 show that the average score for strategic decision-making is 2.75. This indicates that the participants view the effectiveness of decision-making as moderate. While the average rating for decision-making is moderate, it implies that the survey respondents perceive the organization to possess a level of competency in making strategic decisions. However, it also underscores the importance of improving decision-making procedures to attain results.

Table 5. Descriptive statistics for the dynamic environment

Dimensions	Mean	S.D	Level of Importance
Dynamic Environment	2.90	0.75	Medium
Overall Mean	2.90		Medium

The results show that the participants consider the changing environment to be moderately significant, with a score of 2.90. This moderate level of importance suggests that while they acknowledge the environment as important, they do not perceive it as having an impact. The standard deviation of 0.75 indicates some variation in responses, implying that individuals may have differing views.

3.2. Hypotheses testing

The hypotheses were thoroughly examined through diverse analytical techniques to ensure a robust study. A multiple regression model revealed that the predictor variables significantly influenced the outcome, as their calculated statistics surpassed standard values. A simple linear model accepted the principal hypothesis by demonstrating a notable link between the isolated predictor and the result. Additionally, path analysis for another key hypothesis displayed significant direct and oblique associations among the constructs, supporting its confirmation. The hypotheses spanned complicated to straightforward relationships tested by strategies covering numerous linked and solo connections to draw well-supported conclusions from the diverse data.

The analysis reveals that the culture within organizations plays a role in shaping strategic decision-making within the Jordanian ICT sector. The data indicate a relationship ($R = 0.729$) and show that 50.6% of the variations in strategic decision-making can be attributed to organizational culture ($R^2 = 0.506$). The comprehensive model is $F = 21.266$ $p = 0.000$, leading to the dismissal of the null hypothesis. So, an alternative hypothesis was accepted; notably, both consistency and adaptability among aspects have positive effects on strategic decision-making with coefficients of 0.314 and 0.270, respectively, alongside p-values of 0.000. Conversely, involvement does not exhibit an influence with a coefficient of 0.087 and a p-value of 0.000. This underscores the importance of nurturing an adaptable culture for enhancing strategic decision-making in the realm of ICT.

Table 6. Results of testing Ho1

Dependent variable	Model Summary		Analysis of Variance		Regression Coefficient				
	R	R²	F	Sig F	Statement	β	Std. error	T	Sig t
Organizational Culture	0.729	0.506	21.266	0.000	Involvement	0.087	0.118	0.738	0.000
					Consistency	0.314	0.114	2.749	0.000
					Adaptability	0.270	0.096	2.806	0.000

Note: At the level of α = 0.01, the effect is statistically significant.

Table 7. Results of testing Ho2

Variable	Model Summary		Analysis of Variance		Regression Coefficient				
	R	R²	F	Sig F	Statement	β	Std. error	T	Sig t
Dynamic Environment	0.739	0.522	22.558	0.000	Involvement	0.191	0.112	1.709	0.000
					Consistency	0.040	0.108	0.370	0.000
					Adaptability	0.231	0.091	2.537	0.000

Note: At the level of $\alpha = 0.01$, the effect is statistically significant.

Table 7 shows a connection between the organizational culture and the dynamic environment in the ICT sector of Jordan, rejecting the null hypothesis and accepting the alternative. This is supported by a correlation coefficient (R) of 0.739. The model accounts for 52.2% of the variations in the environment ($R^2 = 0.522$). The overall model is deemed significant with an F statistic of 22.558 and a p-value of 0.000, leading to the rejection of the hypothesis at a significance level of $\alpha = 0.01$. Adaptability stands out as having a significant positive influence on the dynamic environment ($\beta = 0.231$ $p = 0.000$), emphasizing its crucial role in improving organizational responsiveness. Involvement also shows some impact ($\beta = 0.191$), although it is not statistically significant at the 0.05 level ($p = 0.092$). On the other hand, consistency with a coefficient of 0.040 ($p = 0.712$) does not seem to have an effect on the dynamic environment in this particular context.

Table 8 reveals the influence of environmental changes on strategic decision-making. The results show a connection between the changing environment and strategic decision-making, indicated by a correlation coefficient (R) of 0.690. The coefficient of determination (R^2) is 0.469, indicating that 46.9% of decision-making variations can be explained by changes in the environ-

ment while keeping factors constant. The ANOVA results further confirm the model's significance with an F statistic of 70.833 and a p-value of 0.000 below the threshold of 0.05, supporting the rejection of the null hypothesis in favor of the alternative hypothesis. Additionally, an examination of coefficients reveals an impact from changes with a coefficient (β) at 0.717 and a t value at 8.416, along with a significance level indicated by Sig = 0.000, emphasizing that dynamic environmental factors contribute to enhancing decision-making processes. The statistical significance at $\alpha = 0.01$ level underscores the importance of organizations adapting to changing circumstances to improve their performance.

The Statistical Package for the Social Sciences (SPSS) program, along with the Amos program, was utilized to verify the indirect impacts of the study variables.

Table 9 displays the results of the path analysis examination, which aimed to prove direct and indirect impacts in accordance with cultural aspects on strategic decision-making within Jordanian ICT firms amid a dynamic environment.

The data analysis indicated a Chi value of 12.962 and a level of significance (Sig = 0.000) below the

Table 8. Results of testing Ho3

Variable	Model Summary		Analysis of Variance		Regression Coefficient				
	R	R²	F	Sig F	Statement	β	Std. error	T	Sig t
Strategic Decision-Making	0.690	0.469	70.833	0.000**	Dynamic Environment	0.717	0.085	8.416	0.000*

Note: At the level of $\alpha = 0.01$, the effect is statistically significant.

Table 9. Model fit for Ho4

Model Fit							
Statement	Chi2	Df	GFI	CFI	IFI	NFI	RAMSEA	Sig
	12.962	8	0.950	0.980	0.981	0.951	0.079	0.000

threshold of 0.05. Additionally, the ratio of the Chi value to the degrees of freedom was calculated to be 1.620, which is less than five. The Root Mean Square Error of Approximation (RAMSEA) was found to be 0.079, with a benchmark value of 0.080. The Goodness of Fit Index (GFI) stood at 0.950, which indicates a fit for the model under consideration. Moreover, both the Comparative Fit Index (IFI = 0.981) and Differential Fit Index (DFI = 0.980) were close to values suggesting evidence for a well-fitting model.

Ho4 examines how organizational culture dimensions affect the dynamic environment and influence strategic decision-making in Jordanian ICT companies. Table 10 reveals that adaptability plays a role in shaping an organizational culture with a significant direct impact factor of 1.099 and a significance level of 0.000. The involvement dimension has a direct impact factor of 0.768 on the environment but lacks statistical significance with a p-value of 0.226, indicating its limited direct impact. However, consistency exhibits an influence on the dynamic environment with an impact factor of 0.811 and a p-value of 0.000, emphasizing its role in upholding stability and coherence within organizations. Furthermore, the dynamic environment significantly influences decision-making processes, as indicated by an impact factor of 1.000 and a p-value of 0.000, demonstrating that a dynamic setting positively impacts decision-making outcomes.

Participation has a moderating impact by interacting with the ever-changing setting, with an indirect influencing factor of 0.208 (with a p-value of 0.000). Meanwhile, both stability and flexibility display impacts, further highlighting the role of the dynamic environment as a partial moderator. These discoveries stress the significance of the environment as a moderating factor that enhances how organizational culture affects strategic decision-making. This mediation highlights the importance of nurturing an environment to utilize cultural traits for strategic benefits. As a result, rejecting the null hypothesis affirms that the dynamic environment acts as moderator between organizational culture and strategic decision-making in Jordanian ICT firms.

In the web of an ever-changing world, friction between organizational culture and strategic decision-making has now become more complex. Organizations must be capable of adjusting strategies rapidly to changes in the external environment to make the best strategic decisions. However, on the other side, an organization with too much built-in cultural inertia can lose its agility and capability to adapt rapidly to a changing environment, which leads it toward suboptimal strategic decisions.

The findings reinforce how an organization's culture notably shapes strategic decision-making within the Jordanian ICT industry. The results revealed that participants generally viewed their organizational culture positively, with high average scores across most aspects, particularly consistency (Average = 4.45, Standard Deviation = 0.68) and involvement (Average = 4.21, Standard Deviation = 0.84). This optimistic perception can be attributed to several factors, such as a well-established collection of organizational values, strong leadership, and competent communication channels that reinforce cultural standards and habits. The inclusive nature of the organizational environment likely nurtures a sense of belonging and alignment with the company's objectives, adding to the good view of the culture.

Moreover, a culture of consistency and involvement works to improve not just the employees' commitment but also stimulates an environment where innovation is encouraged and viewed as an asset. Under such an atmosphere, the ability to

Table 10. Coefficients of direct and indirect effects for Ho4

Path	Estimates				
	Direct impact			Indirect effect	
	Direct impact factor	C.R.	Sig	Indirect influence factor	Sig
Involvement → dynamic environment	.768	3.625	.226	.208	.000
Consistency → dynamic environment	.811	4.983	.000	.000	.000
Adaptability → dynamic environment	1.099	5.375	.000	.000	.000
Dynamic environment → strategic decision making	1.000	5.300	.000		

meet the challenges of changes in technology and the market becomes quick and easy, and decisions remain responsive and forward-looking. This type of culture will, therefore, give a company an added advantage in sustaining a competitive advantage in Jordan's rapidly changing ICT industry.

The study also shows that present capabilities at strategic decision-making are considered moderate, as indicated by a mean score of 2.75 (S.D = 0.80). One reason is that the effectiveness has been moderate because of challenges in translating strategic objectives to a more rapidly changing external environment or because there are fewer tools and analytical frameworks available to support decisions. Employees may be involved and consistent, but decision-making practices are slow or lack innovativeness and create less dynamic strategic responses. This implies that although the culture is solid, some potential may not be used to improve decision-making. A moderate score means that organizations possess some competencies but that there is room for improvement. Companies could begin to qualify their decision-making frameworks for greater use of their strong cultural features by implementing more process-oriented and structured decision-making enabled by the high employee perception levels concerning involvement, alignment, and so forth.

Moreover, the mediating role of a dynamic environment constitutes another point for discussion in this work. The median of the dynamic environment scale is 2.90 (S.D = 0.75), which indicates moderate importance, probably due to both a relative stability in terms of industry life cycle or the slow pace and incremental nature of technological change that these organizations have been facing. This could also signal a belief that these changes are happening outside their organizations, and they do not perceive the change to be sufficiently disruptive on its own to warrant major strategic reorientation. Organizations may also have functioning processes to deal with environmental change, which can be seen as tactically critical but manageable. This perception reinforces its importance as a strategic organ for any organization. This relationship indicates that organizations that are able to adjust to the organizational environment changes will be in a better situation for overall effective strategic decision-making and on time.

The statistical tests gave strong proof to reject all the null hypotheses at extremely high significance levels. For each of the hypotheses tested, Ho1, Ho2, Ho3, and Ho4, the p-values were very small, way below the 0.05 conventional threshold, at 0.01 significance, showing statistical significance at high levels. Regarding Ho1, the F-statistic was 21.266 with a p-value of 0.000, which shows the significant effect of organizational culture on strategic decision-making. In support, Ho2 reflected the F-statistic as 22.558 and a p-value as 0.000, proving that the organizational culture positively significantly influences the dynamic environment. In regards to Ho3, the F-statistic was 70.833 with a p-value of 0.000, which highlighted that the dynamic environment influences strategic decision-making on a greater scale. Eventually, the path analysis of Ho4 demonstrated significant direct and indirect effects, and model fit indices such as Chi-square, GFI, and CFI indicated very good fitness of the model. These findings together offer support for rejecting the null hypotheses in light of their alternative hypotheses, which tend to say that a significant relationship takes place amongst organizational culture, dynamic environment, and strategic decision-making in Jordanian ICT companies.

Different research studies back up the outcomes of this study. Kızıloğlu (2021) discovered that the culture within an organization has an impact on its performance and decision-making process in fast-paced and innovative settings. Their findings show that companies with cultures that prioritize adaptability and responsiveness generally excel in competitive markets. Therefore, improving decision-making might involve strengthening these aspects within the company. Additionally, Nowak (2020) stresses the importance of a culture that aligns with strategic objectives in enhancing decision-making effectiveness by promoting a shared vision and comprehension among employees. This alignment can result in strategic decisions as employees are better prepared to anticipate and react to changes in their environment. The favorable view of how strategic decisions are made indicates that even though there is alignment with the culture, there is still room for improving the integration of strategic objectives into day-to-day decision-making processes.

Shaari (2019) also argues that culture can serve as a foundation for maintaining an advantage over time, especially when it promotes a dedication to goals and enables swift adjustments to market dynamics. This perspective resonates with the conclusions drawn in this study, which emphasize the significance of both stability and flexibility in decision-making. The moderate level of effectiveness observed in decision-making may point to the necessity for organizations to better utilize their strengths to enhance their competitive position. Moreover, studies show that a dynamic environment significantly shapes choice. These findings emphasize the importance of environments in shaping strategies and ensuring organizations stay flexible and competitive. This idea resonates with Teece's (2007) dynamic capabilities framework, which emphasizes the need for organizations to constantly adapt and improve their skills to thrive in changing circumstances. According to this framework, businesses should be able to recognize opportunities and threats and evolve as needed to stay ahead in the market.

The changing setting supports these processes by offering the environment and motivation for companies to grow and come up with new ideas. The significant influence of the changing environment highlights the importance of organizations in the Jordanian ICT sector building a company culture that promotes adaptability, creativity, and quick responses. Companies can navigate the challenges and uncertainties in today's ICT industry more effectively by creating an environment that welcomes change and encourages actions. These methods will enable companies to forecast market trends, see chances ahead of their time, and remain in touch with risk. Introducing these abilities into business will make informed decisions possible for businesses on the spot.

CONCLUSION

The focus of this study was to investigate the relationship between organizational culture, dynamic environment, and strategic decision-making in the case of the information communication technologies (ICT) industry in Jordan, with special regard to the mediating influence of the dynamic environment. The results showed that the strategic decision-making process is influenced by the culture of an organization, especially by its three identified dimensions of consistency, involvement, and adaptability. The dynamic environment was important in moderation, making decision processes more complicated but more critical in an industry subject to constant change.

These results indicate that ICT firms in the Jordanian market should aim to develop an organizational culture that encourages strategic decision-making, adaptability, and consistency. Both factors are important for stability within the organization – by increasing the culture of flexibility, one can quickly operate in an ever-changing technological and market context. However, by preserving certain values and practices, one can also provide these firms with internal order. There is an assertion that if certain cultural attributes are consistent with those required by the dynamic environment, any organization can manage to obtain a competitive advantage and enable sustained growth.

The study also suggests future directions for research that may help clarify those relationships. Future research efforts could span a wide array of industries and geographies to enhance the generalizability of the findings. Additionally, examining the cultural aspects, including managerial approaches and communication practices, might also provide more insights into how it affects strategic decision-making. More studies could further investigate such relationships in other industries and regions, extending these findings. In addition, pursuing other pillars of organizational culture, such as management or communication, would offer a more realistic picture of how culture affects strategic decisions.

AUTHOR CONTRIBUTIONS

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Formal analysis: Azzam Abou-Moghli.
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Investigation: Azzam Abou-Moghli.
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Supervision: Azzam Abou-Moghli.
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Visualization: Azzam Abou-Moghli.
Writing – original draft: Azzam Abou-Moghli.
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APPENDIX A. QUESTIONNAIRE

Primary Information

Please kindly complete the following information:

1. Educational Qualification:
   ☐ Master's Degree
   ☐ Ph.D.

2. Years of Experience:
   ☐ Five years or less
   ☐ More than 5 and less than 10 years
   ☐ 10 years or more

3. Job Title:
   ☐ General Manager
   ☐ Department Manager
   ☐ Assistant Manager or Head of Department
   ☐ Other

4. Gender:
   ☐ Male
   ☐ Female

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Organizational Culture					
Involvement					
1 Employees at every level within the organization are actively engaged in the decision-making processes					
2 Our company instills a high level of ownership and accountability in its employees					
3 Our company is very supportive and promotes interdepartmental cooperation					
4 Such freedom is given to the employees with respect to new concepts and new creativity					
5 The input is welcomed by everyone, including lower management and other parts of the organization, not just from the leadership team					
Consistency					
1 It is important to note that there is an overarching company policy guiding decision-making regardless of design features					
2 Our company has good processes which have been put in place so that there is order and productivity					
3 The company values its values and ethics even when the times are hard					
4 Organizational culture corresponds with business strategies in the long run					
5 Policies and procedures are strictly adhered to in our company					
Adaptability					
1 Our company is more responsive for example when the market trend changes or other changing circumstances in the industry					
2 The operations of the organization are directed at fostering creativity and change					
3 Our company provides an environment for employees to acquire new skills necessary for future needs					
4 The institution has been able to adjust to changes within the realm of ICT					
5 Our company is not resistant to transformation and encourages employee creativity					

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Strategic Decision-Making					
1 Our company makes choices that are based on evidence					
2 The management takes feedback from different audience segments and considers time frames as well, both short time frame and long time frame					
3 Employees get constant updates about the strategic choices that will impact the company					
4 Strategic decisions abide by the mission and vision that is placed in the company					
5 Decision making within the company is made in a less bureaucratic and a more democratic way					
6 There is effective sharing of crucial strategic information within the company					
7 The company recognizes holistic variances in its strategic and operational approaches					
8 The company doesn't overlook either risks or opportunities when making strategic decisions					
9 The management of the company does not hold back progression ideas when it comes to enhancing strategic choices					
10 The leadership team in our company is active in performing and, taking risks, and making decisions within optimum period in stormy environments					
Dynamic Environment					
1 Such occurrences appear to have a strong bearing on the operations of our company					
2 Our company is quick to the changes in the trends in the customers					
3 It is the steady progress in the ICT sector that causes a shift in the policies of the company					
4 There is a provision in the company where there is a response to changes in the nature of competition					
5 Market conditions tend to change, and hence the company keeps a close eye on the trend and moves with the times					
6 As far as external disturbances are concerned, our company is managing these risks well					
7 External pressures, especially those relating to regulations, are easily navigated by the organization					
8 Our company is quick to identify changes in the industry evolution and acts in advance, anticipating the changes					
9 Instead of panicking when such occurrences come about, the organization accepts them and strategizes					
10 Our company logically seeks and investigates more possibilities as the business environment presents them					