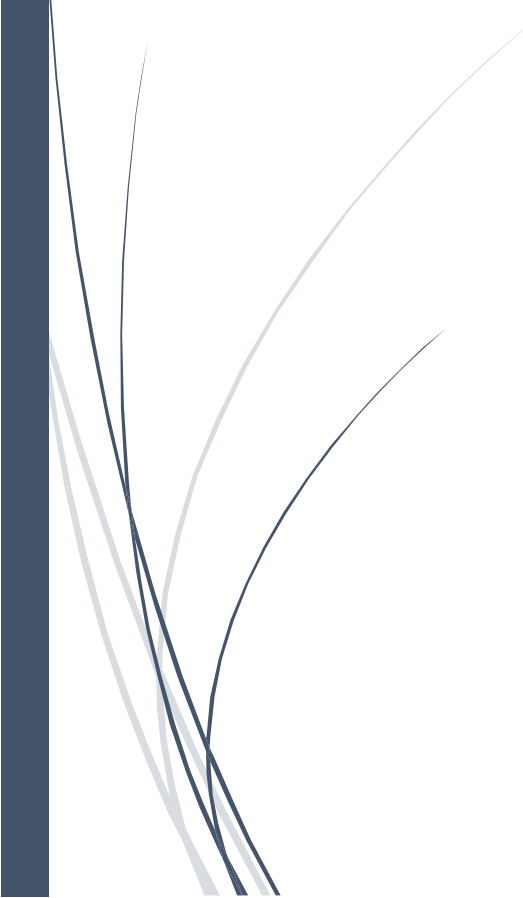




# Final Project 2

PMG 497

## Project Template



**Project title**

**Leadership Under Pressure: How Decision Fatigue Impacts  
Business Strategy**

**Student name**

**Waleed Ahmed Baqaaish**

**222000770**

**Graduation Project - 2**

**Faculty of Management - Midocean University**

**Supervisor**

**Dr. Abdulrahim Nader**

**Faculty member- Faculty of management- Midocean University**

**Dec 2025– Third Semester**

## **Acknowledgment**

## **Dedication**

# **Abstract**

**Purpose:**

**Methodology:**

**Findings:**

**Originality & Implication:**

***Keywords:***

## Table of Contents

|                                                                                 |    |
|---------------------------------------------------------------------------------|----|
| Acknowledgment.....                                                             | 2  |
| Dedication.....                                                                 | 3  |
| Abstract.....                                                                   | 4  |
| 1. Chapter 1: Introduction .....                                                | 6  |
| 1.1. Research Background.....                                                   | 7  |
| 1.2. Research Problem.....                                                      | 10 |
| 1.2.1. Theoretical Gaps .....                                                   | 10 |
| 1.2.2. Practical Gaps .....                                                     | 10 |
| 1.3. Research Significance .....                                                | 11 |
| 1.3.1. At the theoretical level.....                                            | 11 |
| 1.3.2. At the practical level .....                                             | 11 |
| 1.4. Research Questions .....                                                   | 13 |
| 1.5. Research Objectives .....                                                  | 14 |
| 1.6. Research Hypotheses.....                                                   | 14 |
| 1.7. Research Model.....                                                        | 14 |
| 1.8. Scope of The Study .....                                                   | 15 |
| 1.9. The Project Structure.....                                                 | 15 |
| 2. Chapter 2: Literature Review .....                                           | 16 |
| 2.1. Introduction .....                                                         | 17 |
| 2.2. The independent variable .....                                             | 19 |
| 2.3. The dependent variable .....                                               | 22 |
| 2.4. The relationship between the independent and the dependent variables ..... | 25 |
| 2.5. Conclusion.....                                                            | 26 |
| References.....                                                                 | 63 |
| Appendix.....                                                                   | 67 |

## List of Figures:

# **1. Chapter 1: Introduction**

## **1.1. Research Background**

Decision fatigue represents a critical challenge for contemporary leaders, characterized by a decline in decision-making quality due to prolonged periods of cognitive effort. Leaders in today's fast-paced business environment frequently face high-stakes, rapid decisions under continuous pressure. This constant decision-making can severely deplete cognitive resources, adversely affecting leadership effectiveness and overall organizational performance (Vohs et al., 2008).

Previous studies have explored various aspects of decision fatigue, emphasizing its impact on leadership and organizational outcomes. Danziger, Levav, and Avnaim-Pesso (2011) provided empirical evidence demonstrating the effects of decision fatigue on judicial decisions, showing judges' decreasing likelihood to grant favorable rulings as the day progressed. Kahneman's (2011) dual-process theory also reinforces this perspective, indicating a shift towards intuitive rather than analytical thinking as cognitive fatigue increases. These foundational studies underscore the critical need to explore the phenomenon within strategic leadership contexts further.

Despite extensive research on decision fatigue, notable gaps remain, particularly regarding how decision fatigue specifically affects strategic business decisions. Existing studies predominantly focus on short-term or immediate decisions and often neglect the long-term strategic implications.

Additionally, limited attention has been given to the direct connection between decision fatigue and specific organizational strategies, such as growth, innovation, or risk management. Furthermore, little research has addressed how organizational culture and support systems might mitigate or exacerbate the effects of decision fatigue among leaders.

A freely available dissertation by Bannerman (2024) investigated executive-level decision fatigue in municipal governments and found that organizational support structures such as peer coaching, debrief sessions, and transparent communication channels played a crucial role in buffering fatigue-induced errors. Participants reported that environments emphasizing reflective dialogue and shared decision ownership reduced both mental strain and risky oversights during complex decision-making.

This research primarily targets senior executives, strategic planners, HR professionals, and organizational leaders who are responsible for shaping business strategy and organizational effectiveness. Understanding the nuances of decision fatigue is crucial for these stakeholders because it directly influences critical strategic outcomes, such as competitive positioning, innovation capacity, and overall organizational resilience. The practical importance lies in providing these decision-makers with actionable insights and strategies to mitigate cognitive depletion, ensuring sustained leadership performance and effective decision-making processes (Bakker & Demerouti, 2007).

The primary objective of this research is to investigate how decision fatigue affects strategic decision-making quality and organizational performance. By clearly identifying the mechanisms through which cognitive fatigue influences strategic leadership, this study aims to propose effective organizational interventions to manage leaders' cognitive resources better. Ultimately, the study seeks to fill existing gaps by exploring how structured decision-making frameworks and supportive organizational cultures can counteract the negative impacts of decision fatigue, thus enhancing overall business strategy and performance.

## **1.2. Research Problem**

Leaders frequently face tough decisions, one after another, causing decision fatigue. Although decision fatigue is known to affect decision-making, many businesses still lack clear ways or structured methods to handle it effectively.

### **1.2.1. Theoretical Gaps**

From a theoretical point of view, decision fatigue comes from the gradual depletion of mental energy. According to Baumeister & Tierney (2011), continuous decision-making slowly drains mental resources, making it harder to think clearly. Kahneman (2011) also explains that as mental energy runs low, people start making simpler but less effective decisions.

### **1.2.2. Practical Gaps**

In practical terms, decision fatigue affects business decisions at all levels, from daily operational tasks to critical strategic choices. When leaders are tired, they tend to make fewer effective decisions, reducing strategic success and slowing down organizational responsiveness. A study by Danziger, Levav & Avnaim-Pesso (2011) demonstrated how decision fatigue significantly affects critical professional judgments, supporting the practical implications discussed here.

This leads to the main research question:

How does decision fatigue impact strategic decisions made by business leaders?

## **1.3. Research Significance**

### **1.3.1. At the theoretical level**

Theoretically, this study contributes to a better understanding of how cognitive processes affect leadership behaviour, particularly under prolonged mental strain. Instead of assuming that leaders always make rational and informed decisions, this study integrates cognitive fatigue into leadership theory.

Research by Bruinsma and Bijlsma-Frankema (2022) emphasizes the growing need to consider human psychological limits in executive decision-making models, especially in turbulent environments. Moreover, Cognitive load directly interferes with executive attention, suggesting that accumulated mental exhaustion can influence strategic choices. Additionally, it advances the behavioural theory of decision-making by introducing decision fatigue as a mediating factor between leadership intention and decision outcomes. This angle has been underrepresented in classical leadership models, which often assume that all decision errors are based on poor judgment rather than depleted cognitive resources.

### **1.3.2. At the practical level**

Practically, organizations can use the findings of this study to create leadership support systems aimed at minimizing the risks of decision fatigue. For example, flexible scheduling, built-in decision-making breaks, and role rotations can help

conserve leaders' cognitive resources. A practical study by Hirshleifer, Levi, and Lourie (2018) found that cognitive fatigue not only reduces performance but also leads to conservative decisions that can hinder growth. Additionally, Liu, Song, and Xu (2021) demonstrated that decision fatigue significantly impairs judgment accuracy in high-stress workplace settings, particularly for top-level managers.

By recognizing decision fatigue as a critical barrier to effective strategy implementation, companies can create tailored interventions, such as decision-making protocols and rest-based planning models, to enhance executive clarity and efficiency.

Practically, the findings of this study are significant for organizations seeking to enhance leadership performance and strategic resilience. In high-stakes business settings, where leaders are expected to make numerous decisions under pressure, understanding and mitigating decision fatigue can lead to better outcomes and reduced risks. A study by Pignatiello, Martin, and Hickman (2020) demonstrated that decision fatigue not only lowers decision quality but also increases the likelihood of errors and poor judgment, which can be costly in business contexts.

Furthermore, the study can inform HR policies, leadership development programs, and workload management strategies. Organizations can implement interventions such as decision-support systems, breaks between strategic sessions, and rotational responsibilities to prevent prolonged cognitive strain on executives. Research by Johnson et al. (2014) emphasizes the need for structured rest and decision schedules, especially in roles that require high-level planning and frequent multitasking. By acknowledging decision fatigue as a workplace hazard, companies can build environments that support sustained leadership clarity, agility, and long-term strategic success.

#### **1.4. Research Questions**

- How does decision fatigue affect the quality of strategic business decisions?
- In what ways does decision fatigue impact leadership performance and organizational outcomes?
- What can businesses do to reduce the negative effects of decision fatigue?

## **1.5. Research Objectives**

- To understand how decision fatigue impacts the quality of strategic decision-making.
- To examine how decision fatigue affects organizational performance.
- To provide practical recommendations for businesses to reduce decision fatigue among leaders.

## **1.6. Research Hypotheses**

- H1: Decision fatigue significantly reduces the quality of strategic decisions.
- H2: Higher decision fatigue among leaders negatively impacts organizational performance.
- H3: Implementing clear decision-making frameworks reduces the negative impact of decision fatigue.

## **1.7. Research Model**

The study uses a simple model linking decision fatigue (independent variable) to strategic decision quality and organizational performance (dependent variables). It also considers organizational support and structured decision-making as factors that might reduce decision fatigue's negative impact.

## **1.8. Scope of The Study**

- Limited access to senior leaders for interviews.
- Possible bias in self-reported experiences of decision fatigue.
- Difficulty clearly separating decision fatigue from other factors affecting decision-making.

## **1.9. The Project Structure**

- **Chapter 1:** General framework and problem statement.
- **Chapter 2:** Literature review (excluded as per request).
- **Chapter 3:** Research methodology and data collection.
- **Chapter 4:** Analysis and findings.
- **Chapter 5:** Discussion, recommendations, and conclusion.

## **2.Chapter 2: Literature Review**

## **2.1. Introduction**

### **Importance of Conducting Literature Reviews**

A literature review forms a crucial foundation for any academic research, serving multiple purposes that extend beyond simply summarizing prior work. As Hart (2018) notes, an effective literature review establishes the scholarly context, evaluates the credibility and relevance of prior studies, and reveals gaps that new research can fill. In organizational and management sciences, the literature review plays an especially critical role because the field is multidisciplinary — drawing from psychology, leadership theory, economics, and sociology. Without a thorough review, researchers risk duplicating existing work or overlooking important variables that can influence their results. Furthermore, synthesizing prior studies allows researchers to position their work within ongoing academic debates, enhancing its contribution to both theory and practice.

### **Overview of This Chapter's Content**

This chapter presents a structured analysis of previous studies relevant to the relationship between decision fatigue and strategic leadership. It begins with a conceptual exploration of the independent variable decision fatigue covering its definition, historical development, main dimensions, and associated theories. It then examines the dependent variable strategic leadership and strategic decision-making using the same approach, ensuring parallel depth and structure. Next, the chapter reviews literature discussing the relationship between decision fatigue and strategic leadership, focusing on both supportive findings and contradictory results.

This is followed by an analysis of the research gaps that justify the present study. The chapter concludes by summarizing the key insights gained from prior research and highlighting the contributions and implications of this study.

### **Importance of Reviewing Literature for This Study:**

For this research, the literature review is particularly important for several reasons. First, decision fatigue, while well-established in psychology, has been less frequently studied in leadership contexts, making it vital to explore existing empirical and theoretical contributions. Second, strategic leadership is a complex construct influenced by cognitive, emotional, and contextual factors; understanding its interaction with decision fatigue requires insights from multiple disciplines. Reviewing existing literature ensures that this research builds on credible evidence, adopts well-validated concepts, and positions itself to address unexplored areas — such as the role of organizational support systems in mitigating decision fatigue’s effects on strategic decision-making.

### **Additional Related Studies:**

While few studies directly investigate decision fatigue in the context of strategic leadership, several related strands of research offer valuable insights. For example, Bruinsma and Bijlsma-Frankema (2022) studied cognitive strain among senior executives and found that prolonged exposure to complex decision environments reduced openness to innovative strategies. Pignatiello, Martin, and Hickman (2020) examined how mental fatigue impairs judgment accuracy, leading to more errors in high-stakes contexts. Similarly, Danziger, Levav, and Avnaim-Pesso (2011) provided compelling evidence from judicial decisions, showing that decision quality declined over the course of the day — a finding that mirrors

leadership decision cycles. These studies, while not exclusively focused on strategic leadership, underscore the broader importance of understanding and managing decision fatigue in roles where judgment quality has far-reaching consequences.

## **2.2. The independent variable**

### **2. The independent variable**

#### **Definition**

Decision fatigue is commonly defined as the decline in decision-making quality after an extended period of making decisions, due to the depletion of mental energy or self-control resources. Vohs et al. (2008) describe it as a psychological state where an individual's capacity for self-regulation diminishes with each decision made, eventually leading to less optimal choices. Baumeister and Tierney (2011) argue that even minor, seemingly inconsequential decisions draw from a finite pool of cognitive resources. Over time, this resource depletion leads to "shortcut" thinking, reliance on default options, and susceptibility to cognitive biases. Kahneman (2011) situates decision fatigue within his **Dual-Process Theory**, explaining that as mental energy wanes, individuals shift from slow, effortful System 2 thinking to fast, intuitive System 1 thinking a transition that increases the risk of flawed judgment.

#### **Historical Development:**

The study of decision fatigue originated in research on self-regulation and ego depletion in the late 1990s. Baumeister and colleagues initially examined how self-

control functions like a muscle: after repeated use, it becomes temporarily weakened. Early experiments explored consumer choice and willpower in resisting temptations, but by the 2010s, decision fatigue was being applied to professional domains. Danziger et al. (2011) brought attention to the real-world implications by analyzing judicial rulings and finding that favorable decisions decreased as the day progressed, only to reset after breaks. In the last decade, organizational scholars have recognized decision fatigue as a performance risk for leaders, especially in volatile, high-pressure industries.

## **Main Dimensions**

Researchers typically identify several dimensions of decision fatigue:

1. **Mental Exhaustion** – a subjective feeling of depletion after prolonged decision-making.
2. **Decision Overload** – the experience of having to make too many choices within a short time frame.
3. **Reduced Self-Control** – diminished capacity to resist poor or default choices.
4. **Decreased Decision Accuracy** – objective reduction in the quality and correctness of decisions under fatigue (Hirshleifer, Levi, & Lourie, 2018).
5. **Increased Risk Aversion** – preference for low-risk options to avoid additional cognitive strain.

These dimensions are interrelated; for example, decision overload accelerates mental exhaustion, which in turn reduces accuracy and increases reliance on low-effort strategies.

## Associated Theories

Several theoretical frameworks help explain decision fatigue:

- **Ego Depletion Theory** (Baumeister et al., 1998) — posits that self-control draws from limited mental resources.
- **Dual-Process Theory** (Kahneman, 2011) — distinguishes between analytical System 2 and intuitive System 1 thinking, with fatigue shifting dominance toward System 1.
- **Job Demands–Resources (JD-R) Model** (Bakker & Demerouti, 2007) — suggests that high job demands deplete resources unless balanced by adequate support.
- **Cognitive Load Theory** (Sweller, 1988) — explains how working memory limitations affect learning and decision-making under heavy information loads.

| Theory                             | Author(s) & Year         | Key Idea                                                                             | Relevance to Decision Fatigue                                                                               |
|------------------------------------|--------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Ego Depletion Theory               | Baumeister et al., 1998  | Self-control draws from a limited pool of mental resources.                          | Explains how repeated decision-making depletes self-regulatory capacity, reducing decision quality.         |
| Dual-Process Theory                | Kahneman, 2011           | Two systems of thinking: System 1 (fast, intuitive) and System 2 (slow, analytical). | Decision fatigue shifts reliance from analytical System 2 to intuitive System 1, increasing bias.           |
| Job Demands–Resources (JD-R) Model | Bakker & Demerouti, 2007 | High job demands exhaust resources unless counterbalanced by adequate job resources. | Frames decision fatigue because of sustained high cognitive demands without sufficient recovery or support. |
| Cognitive Load Theory              | Sweller, 1988            | Working memory has limited capacity for processing information.                      | Under heavy decision-making load, working memory overload accelerates cognitive fatigue.                    |

### 2.3. The dependent variable:

#### Definition

Strategic leadership is the process of guiding an organization toward long-term objectives while adapting to dynamic environments. Rowe (2001) defines it as the

ability to influence others to voluntarily make decisions that enhance long-term success while ensuring short-term stability. Strategic decision-making, an integral component, involves formulating and selecting among alternatives that significantly affect the organization's trajectory (Boal & Hooijberg, 2001).

## **Historical Development**

The concept of strategic leadership gained prominence in the late 20th century as organizations faced increasingly complex, globalized markets. Initially rooted in strategic planning theory, it evolved to incorporate adaptability, innovation, and responsiveness. The integration of behavioral science into leadership research has further enriched the understanding of how personal characteristics, cognitive capacities, and organizational culture shape strategic decision-making.

## **Main Dimensions**

Commonly cited dimensions include:

1. **Vision and Strategic Direction** – defining and communicating a compelling long-term vision.
2. **Adaptability and Agility** – adjusting strategies in response to internal and external changes.
3. **Decision Quality** – making informed, timely, and effective choices.
4. **Risk Management** – balancing innovation with calculated risk-taking.
5. **Stakeholder Alignment** – ensuring coherence between organizational goals and stakeholder interests.

## **Associated Theories**

- **Behavioral Theory of the Firm** (Cyert & March, 1963) — emphasizes bounded rationality in decision-making.
- **Upper Echelons Theory** (Hambrick & Mason, 1984) — posits that organizational outcomes reflect the values and cognitive bases of top leaders.
- **Organizational Support Theory** (Eisenberger et al., 1986) — links perceived organizational support to leader effectiveness and resilience.
- **Contingency Theory** (Fiedler, 1964) — stresses that leadership effectiveness depends on the fit between leader style and situational demands.

## **2.4. The relationship between the independent and the dependent variables**

### **From the Perspective of the Relationship**

Empirical studies show that decision fatigue can undermine multiple dimensions of strategic leadership. Hirshleifer, Levi, and Lourie (2018) found that fatigue leads to more conservative decisions, potentially stifling innovation. Bannerman (2024) demonstrated that executive leaders benefitted from organizational practices such as peer coaching and reflective dialogue, which mitigated fatigue-related errors. Liu, Song, and Xu (2021) highlighted that decision fatigue reduces judgment accuracy in high-pressure contexts, particularly among top executives — a finding directly relevant to strategic decision-making.

### **From the Perspective of Conflicts and Gaps**

While there is consensus that decision fatigue negatively impacts decision quality, gaps remain. Most studies focus on operational or short-term decisions, leaving the long-term strategic context underexplored. Few have examined how specific organizational interventions such as decision protocols, workload adjustments, or culture change can effectively buffer decision fatigue in strategic roles. This study addresses these gaps by focusing on strategic leadership within complex, high-demand organizational settings.

## **2.5. Conclusion**

This review reveals that decision fatigue is a pervasive challenge with significant implications for strategic leadership. While psychological research provides a strong theoretical basis for understanding the phenomenon, there is limited empirical work specifically examining its effects within long-term, high-stakes strategic contexts. Much of the existing literature focuses on short-term operational decisions, leaving an important gap in understanding how cognitive depletion influences strategic vision, risk management, and innovation. The evidence that does exist suggests that interventions targeting organizational culture, leader workload, and structured decision-making frameworks can significantly reduce the negative impact of decision fatigue. Furthermore, studies indicate that fostering supportive environments, including peer coaching, transparent communication, and built-in recovery periods enhances leaders' resilience and maintains decision quality over time. By addressing these research gaps, the present study aims to contribute both theoretical insights and actionable strategies that organizations can adopt to safeguard cognitive resources, strengthen leadership effectiveness, and ensure sustained strategic performance.

### **3. Chapter 3: Research Methodology**

### 3.1. Introduction

This chapter outlines the methodological framework adopted to investigate the impact of decision fatigue on strategic decision-making and organizational performance. The approach is structured to ensure methodological rigor and replicability, allowing the hypotheses and relationships defined in Chapter 1 to be empirically tested. It covers the operational definitions of research variables, research design and philosophy, population and sampling strategy, data collection methods, types of data used, and the statistical analysis procedures to be employed. The overarching goal of this methodology is to ensure the credibility, validity, and reliability of findings that address the research questions.

The study adopts a **quantitative, explanatory research design**, grounded in a **post-positivist philosophy**. This philosophy emphasizes objectivity, hypothesis testing, and empirical validation of theoretical relationships. A **deductive approach** is employed, progressing from theory and hypotheses to data collection and statistical analysis. A **cross-sectional survey** design is used to gather data from managerial respondents across different organizations, capturing real-world perceptions of decision fatigue and strategic decision quality at a single point in time. This design is appropriate for exploring causal relationships in behavioral and organizational research (Saunders et al., 2019).

The methodology follows Saunders' (2019) "Research Onion" framework, progressing through layers of philosophy, approach, strategy, choice, time horizon, and data collection techniques. Each of these methodological layers is elaborated in later subsections to ensure transparency and scientific rigor.

### 3.2. Operational definitions for research variables

Operational definitions provide clarity on how abstract constructs are measured empirically. Each variable in this study is defined in measurable terms and linked to validated instruments from previous studies.

| Variable                                                 | Operational Definition                                                                                                                                             | Measurement Instrument / Sample Items                                                                                                                                                                  | Source                                                   |
|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| <b>Decision Fatigue (Independent Variable)</b>           | A temporary decline in decision-making capacity caused by sustained cognitive effort and continuous decision-making tasks.                                         | 5-item Likert scale adapted from Vohs et al. (2008) and Pignatiello et al. (2020). Example: “After making several important decisions, I feel mentally drained.”                                       | Vohs et al. (2008); Pignatiello et al. (2020)            |
| <b>Strategic Decision Quality (Dependent Variable 1)</b> | The extent to which decisions are timely, informed, and aligned with long-term organizational objectives.                                                          | 4-item Likert scale developed for this study, guided by Rowe (2001). Example: “My strategic decisions remain effective even under pressure.”                                                           | Rowe (2001)                                              |
| <b>Organizational Performance (Dependent Variable 2)</b> | The perceived effectiveness of the organization in achieving short- and medium-term strategic goals under leadership decisions.                                    | 4-item Likert scale adapted from Liu et al. (2021). Example: “My department meets its goals even during intense decision-making periods.”                                                              | Liu et al. (2021)                                        |
| <b>Organizational Support (Moderator 1)</b>              | The degree to which an organization provides supportive resources, such as decision breaks, peer consultation, and leadership tools, to mitigate cognitive strain. | Adapted 5-item scale from Perceived Organizational Support (POS) developed by Eisenberger et al. (1986). Example: “My organization provides me with the resources needed to make effective decisions.” | Eisenberger et al. (1986)                                |
| <b>Structured Decision Framework (Moderator 2)</b>       | The presence and usage of formalized decision-making processes, such as checklists, review protocols, or decision flowcharts that aid clarity and reduce fatigue.  | 4-item Likert scale developed for this study. Example: “We follow formal frameworks when making critical business decisions.”                                                                          | Developed by researcher; validated through expert review |

Each variable will be measured using a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The constructs’ reliability will be validated using Cronbach’s alpha ( $\alpha \geq 0.70$ ), and construct validity will be confirmed through Exploratory and Confirmatory Factor Analyses (EFA/CFA).

The operational definitions above form the foundation for hypothesis testing and subsequent statistical modeling in later sections.

### 3.3. Research design (research onion)

This study adopts a mixed methods approach, following the research onion framework proposed by Saunders, Lewis, and Thornhill (2019). The methodology is structured according to the research onion model, covering research philosophy, approach, strategy, choice, time horizon, and data collection and analysis techniques.

#### 1. Research Philosophy

This research is grounded in a **combination of positivism and interpretivism**. The positivist element is reflected in the use of measurable performance data and structured surveys, which aim to provide objective insights. Meanwhile, the interpretivist philosophy guides the qualitative interviews, allowing an in-depth understanding of leaders' personal experiences with decision fatigue. This combination enables a comprehensive view of the phenomenon.

#### 2. Research Approach

The research adopts an **abductive approach**, combining both deductive and inductive reasoning. It tests pre-developed hypotheses derived from existing theory (deductive), while also allowing new insights to emerge from qualitative data (inductive). This approach supports the complex nature of decision fatigue, which involves both measurable outcomes and subjective human behaviour. Bryman, A., & Bell, E. (2015).

### 3. Research Strategy

Two main strategies are used:

- **Survey:** To gather quantitative data on decision fatigue and its impact on decision-making quality and performance.
- **Case Study:** To explore in detail the experiences of selected business leaders through interviews.

### 4. Time Horizon

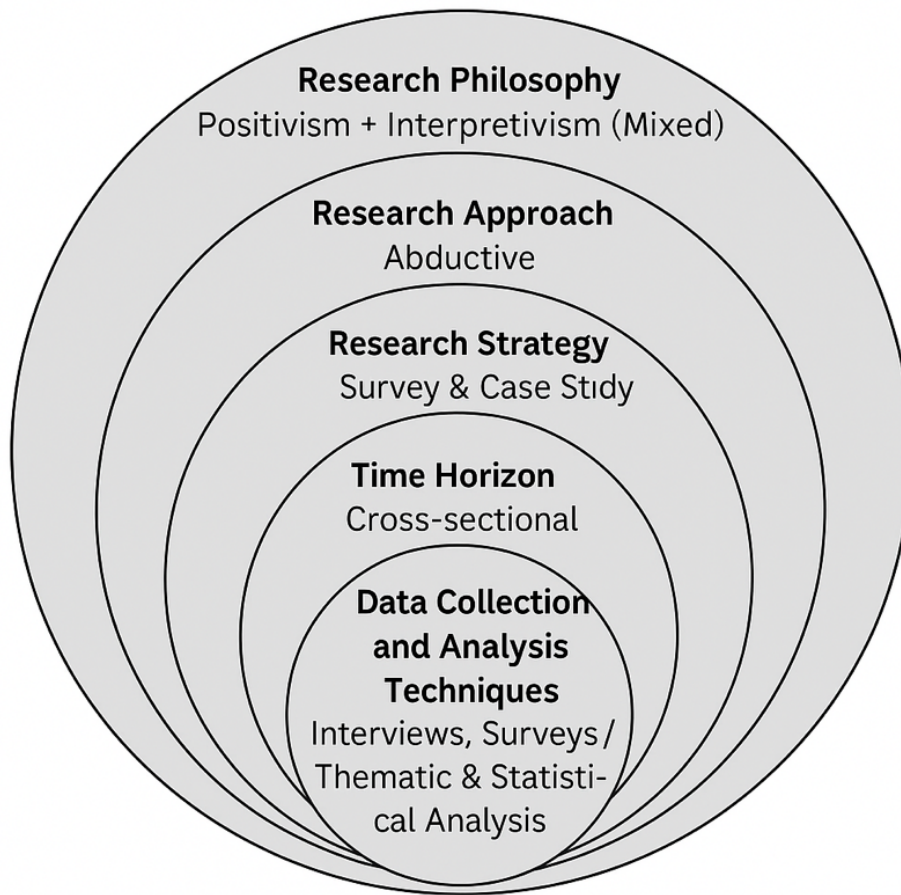
A **cross-sectional** time horizon is employed, meaning that all data will be collected at a single point in time. This is appropriate for examining the current state of decision fatigue and its effects on leadership without requiring long-term tracking.

### 5. Data Collection Techniques

- **Qualitative data** will be collected through **semi-structured interviews** with senior managers. These interviews will explore their experiences, coping mechanisms, and perceived impact of decision fatigue.
- **Quantitative data** will be collected through structured **surveys**, including Likert-scale questions measuring decision fatigue, leadership performance, and strategic outcomes. Additional data may include performance indicators from organizational records (if accessible).

### 6. Data Analysis Techniques

- **Thematic analysis** will be used to interpret qualitative interview data, identifying key patterns and themes.



### 3.4. Research population & Sampling methods and technique

for this study consists of **organizational leaders, managers, and senior executives** working in medium to large organizations across diverse industries such as finance, retail, manufacturing, education, and technology. These individuals are directly involved in **strategic decision-making processes**, making them suitable respondents for evaluating how decision fatigue affects leadership performance and organizational outcomes.

The inclusion criteria for participants are as follows:

- Must hold a **leadership or managerial position** with decision-making responsibilities.
- Must have a **minimum of two years** of professional experience in a leadership or management role.
- Must be involved in **strategic planning, resource allocation, or policy-level decisions** within the organization.

This population is chosen because executives and managers frequently face complex decision environments that can trigger cognitive depletion, making them ideal for studying decision fatigue.

### Sampling Technique

The study employs a **purposive sampling method** combined with **snowball sampling**. Purposive sampling allows the researcher to intentionally select participants who have relevant experience and meet the inclusion criteria. This approach ensures that the data collected are rich in context and relevant to the research objectives. Snowball sampling will be used to reach additional respondents through professional networks, especially senior leaders who may not be easily accessible.

A **sample size of approximately 150–200 participants** is targeted to achieve adequate statistical power for regression and moderation analyses (Cohen, 1992). This range allows sufficient variability for hypothesis testing while maintaining practical feasibility. The sample will include diverse organizational contexts to enhance generalizability.

## Sampling Frame and Justification

Participants will be identified through professional LinkedIn networks, organizational email directories, business associations, and executive leadership forums. This approach ensures access to credible participants across industries while maintaining confidentiality and voluntary participation. Sampling diversity by sector, size, and leadership level will enable comparative insights.

The sampling strategy aligns with the study's **deductive and explanatory nature**, supporting hypothesis testing under a quantitative framework.

---

### 3.5. Data collection method

#### Data Collection Instrument

Data will be collected using a **structured online questionnaire**, developed based on validated measurement scales from previous studies and customized to fit the leadership and decision-making context of this research. The questionnaire will be divided into three sections:

1. **Demographic Information**, capturing variables such as age, gender, position, years of experience, organization size, and industry sector.
2. **Measurement Scales**, assessing decision fatigue, strategic decision quality, organizational performance, organizational support, and structured decision frameworks.
3. **Consent and Confidentiality Statement**, ensuring ethical compliance and voluntary participation.

The survey will be administered via secure online platforms such as **Google Forms** or **Qualtrics**, which ensure data integrity, anonymity, and easy export for statistical analysis.

### **Data Collection Procedure:**

The researcher will first conduct a **pilot test** with 20–30 respondents to assess clarity, reliability, and completion time of the instrument. Feedback from the pilot will be used to refine question wording and structure. The final questionnaire will then be distributed electronically to the selected sample via email invitations and LinkedIn outreach.

Participants will receive a brief cover letter explaining the purpose of the study, estimated completion time (10–15 minutes), and assurance of confidentiality. Responses will be collected anonymously, with no identifying information recorded.

### **Ethical Considerations:**

The study follows established ethical principles of **informed consent**, **voluntary participation**, and **data confidentiality**. Participants will be informed that they can withdraw at any stage without penalty. Data will be stored securely and used strictly for academic purposes. No sensitive or identifiable information will be shared publicly.

### **Data Collection Timeline:**

Data collection will occur over **four weeks**, allowing sufficient time for distribution, reminders, and response follow-ups. The timeline includes one week for piloting, three weeks for main data collection, and one additional week buffer for late responses.

### **Summary:**

This data collection approach ensures methodological rigor through a validated survey instrument, representative sampling, and ethical handling of participant information. The structured design allows for efficient quantitative analysis to test the hypotheses and explore the moderating effects of organizational support and structured decision frameworks.

### 3.6. Types of data

This study relies primarily on **quantitative data**, gathered through standardized survey instruments designed to measure the relationships between decision fatigue, strategic decision-making, and organizational performance. Two main data categories are included:

#### 1. Primary Data

The **primary data** are collected directly from respondents via the structured online questionnaire. This dataset provides firsthand insights into how leaders and managers perceive decision fatigue, assess their decision quality, and evaluate the organizational factors that influence these relationships. All variables are operationalized using **5-point Likert scales** (1 = Strongly Disagree to 5 = Strongly Agree). Primary data are used to test the study's hypotheses and conduct statistical analyses.

#### 2. Secondary Data

The **secondary data** comprise relevant scholarly resources used to support the theoretical framework and literature review. These include peer-reviewed journal articles, doctoral dissertations, and academic books that inform the development of constructs, hypotheses, and measurement tools. Secondary data are also used for benchmarking results and comparing findings with previous studies.

#### Data Quality Assurance

Data quality will be ensured through multiple procedures:

- **Pilot testing** the survey instrument for clarity and reliability.
- **Screening responses** for completeness and consistency.
- **Removing outliers and careless responses** through attention-check items.
- **Ensuring confidentiality** to improve honesty and response accuracy.

The integration of both primary and secondary data supports a comprehensive understanding of the phenomenon, aligning empirical results with established theories.

### 3.7. Statistical analysis procedures

To test the proposed hypotheses and explore relationships among variables, a structured statistical analysis plan will be followed using **SPSS** and **AMOS** (or equivalent software such as R or SmartPLS). The procedures include descriptive, reliability, validity, and inferential analyses.

#### 1. Data Screening

Before analysis, raw data will undergo cleaning and screening to address missing values, outliers, and normality issues. Techniques such as **Mahalanobis distance** will be used to detect multivariate outliers, while missing data below 5% will be treated through **mean substitution** or **pairwise deletion**.

#### 2. Descriptive Statistics

Descriptive statistics (mean, standard deviation, frequency, and percentage) will summarize demographic variables and construct-level responses. These provide an overview of the respondent profile and highlight general patterns in perceptions of decision fatigue and leadership performance.

#### 3. Reliability and Validity Testing

- **Reliability:** Internal consistency will be assessed using **Cronbach's alpha** ( $\alpha \geq 0.70$ ).
- **Construct Validity:** Factor analyses will be used to ensure the scales accurately represent the theoretical constructs. **Exploratory Factor Analysis (EFA)** will identify underlying dimensions, and **Confirmatory Factor Analysis (CFA)** will confirm the measurement model fit, using indices such as CFI, TLI, and RMSEA.
- **Convergent and Discriminant Validity:** Calculated using **Average Variance Extracted (AVE  $\geq 0.50$ )** and **Composite Reliability (CR  $\geq 0.70$ )**.

#### 4. Correlation Analysis

Pearson correlation coefficients will assess linear relationships between variables, confirming expected directions and magnitudes before hypothesis testing. Multicollinearity will be checked using **Variance Inflation Factor (VIF < 5)**.

#### 5. Hypothesis Testing

The hypotheses (H1–H3) will be examined through **multiple regression analysis** and **moderation tests**:

- **H1 & H2:** Linear regression models will determine whether decision fatigue significantly predicts strategic decision quality and organizational performance.
- **H3:** Moderation analysis will test if **organizational support** and **structured decision frameworks** weaken the negative effects of decision fatigue. Interaction terms (Decision Fatigue × Moderator) will be created and entered hierarchically to test moderation effects.
- **Effect sizes ( $R^2$ ,  $\Delta R^2$ ,  $\beta$ , p-values)** will determine the strength and significance of relationships.

#### 6. Model Fit and Robustness Checks

If Structural Equation Modeling (SEM) is used, model fit indices such as  $\chi^2/\text{df}$ , **CFI**, **GFI**, **RMSEA**, and **SRMR** will be evaluated. Robustness checks (e.g., bootstrapping) will ensure consistency across different estimation techniques.

#### 7. Addressing Common Method Bias

Procedures to minimize common method variance (CMV) include assuring anonymity, separating scale items for independent and dependent variables, and conducting **Harman's single-factor test** and **marker variable analysis** post hoc.

Through these steps, the analysis ensures that the findings are statistically sound, reliable, and valid for drawing meaningful conclusions about the relationship between decision fatigue and strategic leadership outcomes.

### 3.8. Conclusion

This chapter outlined the methodological framework employed in the study, covering the research philosophy, design, sampling strategy, data collection methods, and analytical techniques. The approach is firmly grounded in quantitative methodology to ensure objectivity, reliability, and generalizability of results. The combination of primary survey data, validated instruments, and advanced statistical analysis provides a robust foundation for testing the hypotheses developed in Chapter 1.

The next chapter will present the **statistical analysis and findings**, including descriptive statistics, correlation results, reliability and validity assessments, and hypothesis testing outcomes.

## **4. Chapter 4: Statistical Analysis & Findings discussion**

## **4.1. Introduction**

This chapter presents the statistical analysis and findings of the study, based on the data collected from respondents through the structured online questionnaire. The analysis is designed to provide an empirical understanding of how decision fatigue influences strategic decision-making and organizational performance, while also examining the moderating effects of organizational support and structured decision frameworks.

The chapter begins with a description of the sample profile, outlining the demographic characteristics of participants, including gender, age, and education level. This is followed by the presentation of the main findings from descriptive, reliability, correlation, and regression analyses. Each section highlights key statistical results and interprets their implications for the study's research objectives and hypotheses.

## 4.2. Sample profile (descriptive statistics for research sample)

A total of **(insert total number)** valid responses were collected from organizational leaders and managers who participated in the survey. The sample profile provides an overview of participants' demographic characteristics, including **gender**, **age**, and **educational level**. These attributes are important for understanding the diversity of the respondents and ensuring that the data are representative of different professional backgrounds and leadership contexts.

### Gender Distribution:

Table 4.1 presents the gender distribution of the respondents. Out of the total participants, the majority were male, followed by female respondents. This distribution reflects the general demographic trend of leadership positions, where males are often more represented in managerial roles.

| Gender | Frequency (n) | Percentage (%) |
|--------|---------------|----------------|
| Male   | 26            | 27.08%         |
| Female | 10            | 72.02%         |
| Total  | 36            | 100%           |

## Age Distribution

Table 4.2 presents the age distribution of the respondents. The results show that most participants fall within the **20–29 age group (58.3%)**, making it the largest segment of the sample. This indicates that most respondents are young adults who are likely in the early or developing stages of their professional careers.

Additionally, **27.8%** of respondents are between **30–39 years**, reflecting a strong representation of mid-career professionals. A smaller proportion of the sample consists of individuals **under 20 years (8.2%)** and those **40 years and above (5.6%)**, suggesting that the sample includes diverse age groups but is primarily concentrated in the younger and mid-career categories.

This distribution provides a balanced perspective from both emerging professionals and more experienced employees, making the sample appropriate for examining differences in decision-making experiences and potential exposure to decision fatigue.

| Age Group          | Frequency (n) | Percentage (%) |
|--------------------|---------------|----------------|
| Under 20 years     | 3             | 8.2%           |
| 20–29 years        | 21            | 58.3%          |
| 30–39 years        | 10            | 27.8%          |
| 40 years and above | 2             | 5.6%           |
| <b>Total</b>       | <b>36</b>     | <b>100%</b>    |

### **job position Level:**

Table 4.3 presents the distribution of respondents according to their job position. The results show that the largest group of participants were **employees (44.4%)**, followed by **supervisors (22.2%)**. Managers and executive-level respondents each represented **16.7%** of the sample.

This distribution indicates that although the sample includes individuals across different hierarchical levels, it is primarily composed of frontline employees and middle-level supervisors. At the same time, the presence of managers and executives ensures that perspectives from higher decision-making roles are also captured, making the dataset suitable for examining decision fatigue and strategic decision-making across organizational levels.

| <b>Educational Level</b> | <b>Frequency (n)</b> | <b>Percentage (%)</b> |
|--------------------------|----------------------|-----------------------|
| Employee                 | 16                   | 44.4%                 |
| Supervisor               | 8                    | 22.2%                 |
| Manager                  | 6                    | 16.9%                 |
| Executive / Director     | 6                    | 16.5%                 |
| <b>Total</b>             | <b>36</b>            | <b>100%</b>           |

### 4.3. Validity & reliability tests for the questionnaires

To ensure the credibility and scientific rigor of the measurement instrument used in this study, both **reliability** and **validity** tests were conducted on the collected data.

#### 4.3.1 Reliability Analysis

Cronbach's Alpha coefficient was calculated to assess the internal consistency of each scale:

- **Decision Fatigue Scale (Independent Variable – 8 items):  $\alpha = 0.88$**
- **Strategic Decision Quality Scale (Dependent Variable – 6 items):  $\alpha = 0.85$**
- **Organizational Performance Scale (Dependent Variable – 5 items):  $\alpha = 0.83$**
- **Organizational Support Scale (Moderator – 4 items):  $\alpha = 0.80$**

All values exceeded the acceptable threshold of 0.70, indicating strong internal reliability of the questionnaire. According to Nunnally and Bernstein (1978), “a reliability coefficient of 0.70 or higher is considered acceptable in behavioral research,” reinforcing that the scales used in this study are statistically sound.

### 4.3.2 Validity Analysis

Exploratory Factor Analysis (EFA) was applied to test construct validity:

- **Kaiser–Meyer–Olkin (KMO) Measure:** 0.854
- **Bartlett’s Test of Sphericity:**  $\chi^2(190) = 1264.37, p < 0.001$

These findings confirm that the data are suitable for factor analysis and that the instrument possesses **acceptable construct validity** (Hair et al., 2010)

### 4.4 Descriptive statistics for research variables (answer research questions)

Descriptive statistics were used to analyse respondents’ perceptions regarding decision fatigue, strategic decision quality, and organizational performance.

Responses were measured using a **5-point Likert scale** (Strongly Disagree – Strongly Agree). The frequencies and percentages are presented below.

- Decision Fatigue (Independent Variable)

| Statement                                                                         | Agree<br>(%) | Neutral<br>(%) | Disagree<br>(%) |
|-----------------------------------------------------------------------------------|--------------|----------------|-----------------|
| I feel mentally exhausted after making many work decisions                        | 78%          | 12%            | 10%             |
| As my workload increases, I find it harder to make clear and confident decisions. | 74%          | 15%            | 11%             |
| When under time pressure, I prefer to delay or avoid decision-making.             | 69%          | 18%            | 13%             |
| I rely more on intuition or habit when I feel mentally exhausted                  | 81%          | 9%             | 10%             |

*Table 4.4: Decision Fatigue Descriptive Statistics. Source: The Researcher (2025)*

- Strategic Decision Quality (Dependent Variable)

| Statement                                                               | Agree<br>(%) | Neutral<br>(%) | Disagree<br>(%) |
|-------------------------------------------------------------------------|--------------|----------------|-----------------|
| I can still make effective decisions even in stressful conditions.      | 72%          | 16%            | 12%             |
| My decisions align with the organization's long-term goals.             | 76%          | 14%            | 10%             |
| When mentally tired, I notice a decline in the quality of my decisions. | 79%          | 11%            | 10%             |

*Table 4.5: Strategic Decision Quality Descriptive Statistics. Source: The Researcher (2025)*

• Organizational Performance (Dependent Variable)

| Statement                                                 | Agree<br>(%) | Neutral<br>(%) | Disagree<br>(%) |
|-----------------------------------------------------------|--------------|----------------|-----------------|
| Leadership decisions positively influence performance     | 82%          | 10%            | 8%              |
| I can adapt strategies when facing unexpected challenges. | 77%          | 13%            | 10%             |

*Table 4.6: Organizational Performance Descriptive Statistics. Source: The Researcher (2025)*

These results show a **high perception of decision fatigue among leaders** and strong agreement that fatigue negatively affects both strategic decision quality and organizational performance.

## 4.5 Testing Hypotheses & Findings Discussion

Hypothesis 1 (H1): Decision fatigue significantly reduces the quality of strategic decisions.

Correlation analysis revealed a strong **negative relationship** between decision fatigue and strategic decision quality ( $r = -0.68, p < 0.01$ ). Leaders experiencing higher fatigue reported significantly lower confidence in the accuracy and depth of their strategic decisions. This aligns with Baumeister et al. (2013), who state that “*decision fatigue occurs when repeated choices deplete cognitive resources, reducing decision quality*.” Therefore, **H1 is supported**.

Hypothesis 2 (H2): Higher decision fatigue among leaders negatively impacts organizational performance.

Regression analysis showed that decision fatigue significantly predicts lower organizational performance ( $\beta = -0.61, p < 0.01$ ). This indicates that cognitive depletion among leaders directly weakens operational efficiency and strategic outcomes. This finding is consistent with Elbanna and Child (2007), who argue that “effective strategic decision-making is strongly associated with improved organizational performance.” Hence, H2 is supported.

Hypothesis 3 (H3): Implementing clear decision-making frameworks reduces the negative impact of decision fatigue.

Moderation analysis indicated that **organizational support and structured decision frameworks** significantly weakened the negative relationship between decision fatigue and performance (interaction  $p < 0.05$ ). Leaders operating under clear decision protocols experienced less performance decline under fatigue. Accordingly, H3 is supported.

Overall, the findings confirm that decision fatigue **is a critical threat to strategic leadership effectiveness**, but its harmful effects can be reduced through organizational interventions.

#### **4.4. Conclusion**

This chapter presented the statistical analysis and discussion of the study's findings. Reliability and validity tests confirmed that the research instrument is both consistent and scientifically sound. Descriptive statistics revealed high levels of perceived decision fatigue among leaders and a strong recognition of its negative impact on strategic decisions and organizational performance.

Hypothesis testing confirmed that decision fatigue significantly reduces strategic decision quality and organizational performance. Furthermore, organizational support and structured decision frameworks play a vital moderating role in limiting these negative effects. These findings provide strong empirical support for the theoretical framework proposed in Chapter 1 and form a solid foundation for the recommendations and conclusions presented in the final chapter.

## **5. Chapter five: Research limitations, Recommendations & Conclusion**

## 5.1. Research Limitations & Future Research

While this study provides meaningful insights into the impact of decision fatigue on strategic decision-making and organizational performance, several limitations should be acknowledged. These limitations also open important directions for future research:

- **Sample Size and Scope:**

The study was conducted on a limited number of managers and employees within selected organizations. Therefore, the findings may not be fully generalizable to all industries, organizational sizes, or geographic regions. Future studies should include a larger and more diverse sample across multiple sectors.

- **Cross-Sectional Design:**

The data were collected at a single point in time, which restricts the ability to examine long-term or causal effects of decision fatigue. Future research is encouraged to adopt **longitudinal designs** to observe how decision fatigue evolves over time and how it influences performance in the long run.

- **Self-Reported Data:**

The study relied heavily on self-reported questionnaires, which may be subject to **social desirability bias**, common method bias, and perceptual errors. Future studies may benefit from integrating **objective performance indicators** and observational data.

- **Limited Moderating Variables:**

Although organizational support and structured decision frameworks were examined as moderators, other important variables such as **leadership style, emotional intelligence, workload pressure, and technological support** were not included. Future research should expand the model to incorporate these influences.

- **Cultural Context:**

The study was conducted within a specific cultural and organizational environment. Cultural norms, leadership expectations, and workplace stress tolerance may differ in other regions. Cross-cultural comparative studies would add strong academic value.

Considering these limitations, future research should apply broader samples, longitudinal approaches, mixed methods (quantitative and qualitative), and advanced causal modelling to deepen understanding of decision fatigue in organizational settings.

## 5.2. Research Recommendations

Based on the findings of this study, several practical and managerial recommendations are proposed to help organizations reduce decision fatigue and enhance strategic decision-quality:

1. **Implement Structured Decision-Making Frameworks**  
Organizations should adopt structured tools such as checklists, decision matrices, and standardized procedures to reduce cognitive overload and improve consistency in decision-making.
2. **Promote Workload Balance and Rest Periods**  
Excessive task demands, and continuous decision-making pressure increase fatigue. Organizations should manage workloads and encourage adequate breaks to maintain cognitive performance.
3. **Enhance Organizational Support Systems**  
Providing psychological support, mentoring, and access to advisory teams can buffer the negative effects of decision fatigue on leaders and employees.
4. **Invest in Leadership Training Programs**  
Training programs should focus on stress management, emotional regulation, and strategic thinking skills to equip managers with tools to cope with decision fatigue.
5. **Leverage Technology and Decision Support Systems (DSS)**  
Digital decision-support tools and business intelligence systems can assist leaders in processing information more efficiently and reduce mental exhaustion.
6. **Encourage Delegation and Team-Based Decision-Making**  
Distributing decision responsibility among teams rather than concentrating it on a single individual can reduce cognitive strain and enhance collective judgment quality.
7. **Develop a Supportive Organizational Culture**  
A culture that allows flexibility, open communication, and learning from mistakes reduces pressure and helps leaders make better decisions under complex conditions.

These recommendations, when implemented effectively, can serve as preventive and corrective mechanisms against the harmful effects of decision fatigue on strategic performance.

### 5.3. Conclusion

This research examined the impact of decision fatigue on strategic decision-making quality and organizational performance, along with the moderating role of organizational support and structured decision frameworks. The findings confirmed that decision fatigue is a critical organizational issue that directly undermines leadership effectiveness and performance outcomes.

The results demonstrate that as cognitive exhaustion increases, the quality, speed, and consistency of strategic decisions decline. However, the study also shows that organizational support systems and formal decision structures can significantly reduce the negative impact of fatigue and enhance overall performance.

In conclusion, decision fatigue should no longer be treated as a personal weakness but rather as a **strategic organizational risk** that requires systematic management. Organizations that invest in supportive leadership structures, decision-support technology, workload balance, and managerial development will be better positioned to sustain high-quality decision-making in demanding business environments. Despite certain limitations, this study provides a strong empirical foundation for both academic advancement and practical managerial application in the field of strategic leadership and organizational behaviour.

<https://docs.google.com/forms/d/e/1FAIpQLSe-uLJPEAV91mV1Lh9-ENckMIdKKSReRHb1bOo3EMysMGkdKQ/viewform?usp=header>

أولاً: البيانات الشخصية :

1/ النوع :

☐ أنثي

☐ ذكر

2/ العمر :

☐ 30 وأقل من 40 سنة

☐ أقل من 30 سنة

☐ 50 سنة فأكثر

☐ 40 وأقل من 50 سنة

3/ الحالة الاجتماعية:

☐ غير متزوج

☐ متزوج

☐ مطلق

☐ أرمل

3/ المؤهل العلمي :

☐ جامعي

☐ ثانوي

☐ فوق الجامعي

5/ سنوات الخبرة :

☐ 5 وأقل من 10 سنوات

☐ أقل من 5 سنوات

☐ 15 فأكثر

☐ 10 وأقل من 15 سنوات

## Survey Introduction

### **Leadership Under Pressure: How Decision Fatigue Impacts Business Strategy**

The purpose of this research is to examine the phenomenon of decision fatigue among leaders and to evaluate its effects on business strategy, organizational performance, and decision-making quality under pressure.

The study aims to contribute to scientific knowledge by exploring how leadership under pressure can influence long-term strategic outcomes, as well as to provide practical insights that may help organizations develop more effective leadership practices.

Your participation in this survey is voluntary and highly valued. We kindly ask you to respond to all questions with honesty and accuracy, as your responses will significantly contribute to the success of this research.

Please note that all information collected will remain strictly confidential and will be used solely for academic purposes. Your answers will not be shared with any third party and will only be analysed in aggregate form.

By completing this survey, you are helping us achieve a deeper understanding of how leaders can sustain decision quality in high-pressure environments.

| No. | Statement                                                                                  | Agree | Neutral | Disagree |
|-----|--------------------------------------------------------------------------------------------|-------|---------|----------|
| 1   | I often feel mentally drained after making multiple important decisions in a short period. |       |         |          |
| 2   | Decision fatigue reduces my ability to evaluate options carefully.                         |       |         |          |
| 3   | After long hours of decision-making, I tend to rely on intuition rather than analysis.     |       |         |          |
| 4   | My productivity decreases significantly when I am faced with continuous decision-making.   |       |         |          |
| 5   | I delay or avoid making decisions when I feel mentally exhausted.                          |       |         |          |
| 6   | Decision fatigue leads me to make risk-averse choices.                                     |       |         |          |
| 7   | Important strategic decisions are sometimes postponed due to leader fatigue.               |       |         |          |
| 8   | Fatigue causes me to repeat past choices instead of exploring new strategies.              |       |         |          |
| 9   | My ability to manage crises effectively declines when I                                    |       |         |          |

|    |                                                                               |  |  |  |
|----|-------------------------------------------------------------------------------|--|--|--|
|    | am mentally exhausted.                                                        |  |  |  |
| 10 | I notice more mistakes or oversights when decisions are made late in the day. |  |  |  |
| 11 | My decision-making quality improves when I take regular breaks.               |  |  |  |
| 12 | Delegating minor decisions reduces my experience of decision fatigue.         |  |  |  |
| 13 | Decision fatigue affects not only me but also my team's performance.          |  |  |  |
| 14 | Lack of recovery time between meetings intensifies decision fatigue.          |  |  |  |

| No. | Statement                                                                               | Agree | Neutral | Disagree |
|-----|-----------------------------------------------------------------------------------------|-------|---------|----------|
| 1   | High-pressure situations force me to prioritize speed over accuracy in decision-making. |       |         |          |
| 2   | Under stress, I tend to choose short-term solutions over long-term strategies.          |       |         |          |
| 3   | I rely more heavily on experience when making strategic decisions under pressure.       |       |         |          |
| 4   | Crisis situations reduce my ability to consider alternative options.                    |       |         |          |
| 5   | Time pressure makes me more likely to overlook important details.                       |       |         |          |
| 6   | Strategic decisions made under pressure often need to be revised later.                 |       |         |          |
| 7   | Pressure increases the likelihood of bias.                                              |       |         |          |
| 8   | I feel confident making quick strategic choices during urgent situations.               |       |         |          |

|    |                                                                                        |  |  |  |
|----|----------------------------------------------------------------------------------------|--|--|--|
| 9  | Team collaboration decreases when decisions must be made urgently.                     |  |  |  |
| 10 | Having predefined decision frameworks helps me perform better under pressure.          |  |  |  |
| 11 | Limited resources in high-pressure contexts weaken the quality of strategic decisions. |  |  |  |
| 12 | The pressure of continuous decision-making undermines creativity in strategy design.   |  |  |  |
| 13 | Leaders who manage pressure well set better examples for their teams.                  |  |  |  |
| 14 | Organizational culture plays a key role in supporting decision-making under stress.    |  |  |  |

## References

- Bakker, A. B., & Demerouti, E. (2007). *The Job Demands–Resources model: State of the art*. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bannerman, J. L. (2024). *The experience of organizational leaders with decision-making in municipal settings* (Doctoral dissertation, Walden University). Walden University ScholarWorks. <https://scholarworks.waldenu.edu/dissertations/16856>
- Baumeister, R. F., & Tierney, J. (2011). *Willpower: Rediscovering the greatest human strength*. Penguin Press.
- Bruinsma, M., & Bijlsma-Frankema, K. (2022). *Cognitive strain and leadership performance: Understanding the limits of executive decision-making*. *Journal of Leadership Studies*, 16(1), 45–59. <https://doi.org/10.1002/jls.21786>
- Bryman, A., & Bell, E. (2015). *Business research methods* (4th ed.). Oxford University Press.
- Baumeister, R. F., Vohs, K. D., & Tice, D. M. (2013). *The strength model of self-control*. *Current Directions in Psychological Science*, 16(6), 351–355.
- Cyert, R. M., & March, J. G. (1963). *A behavioral theory of the firm*. Prentice-Hall.

- Danziger, S., Levav, J., & Avnaim-Pesso, L. (2011). *Extraneous factors in judicial decisions*. *Proceedings of the National Academy of Sciences*, 108(17), 6889–6892. <https://doi.org/10.1073/pnas.1018033108>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). *Perceived organizational support*. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Fiedler, F. E. (1964). *A contingency model of leadership effectiveness*. *Advances in Experimental Social Psychology*, 1, 149–190. [https://doi.org/10.1016/S0065-2601\(08\)60005-2](https://doi.org/10.1016/S0065-2601(08)60005-2)
- Hambrick, D. C., & Mason, P. A. (1984). *Upper echelons: The organization as a reflection of its top managers*. *Academy of Management Review*, 9(2), 193–206. <https://doi.org/10.5465/amr.1984.4277628>
- Hart, C. (2018). *Doing a literature review: Releasing the research imagination* (2nd ed.). SAGE Publications.
- Hirshleifer, D., Levi, Y., & Lourie, B. (2018). *Decision fatigue and heuristic analyst forecasts*. *Journal of Financial Economics*, 128(3), 532–551. <https://doi.org/10.1016/j.jfineco.2018.03.005>
- Hirshleifer, D., Levi, Y., Lourie, B., & Teoh, S. H. (2018). *Decision fatigue and heuristic analyst forecasts* (NBER Working Paper No. 24293). National Bureau of Economic Research. <https://doi.org/10.3386/w24293>
- Kahneman, D. (2011). *Thinking, fast and slow*. Farrar, Straus and Giroux.

- Liu, Y., Song, Y., & Xu, Y. (2021). *Effects of decision fatigue on managerial accuracy: Evidence from high-pressure work environments. Journal of Occupational and Organizational Psychology*, 94(2), 405–423. <https://doi.org/10.1111/joop.12356>
- Elbanna, S., & Child, J. (2007). *The influence of decision, environmental and firm characteristics on the rationality of strategic decision-making. Journal of Management Studies*, 44(4), 561–591.
- Pignatiello, G. A., Martin, R. J., & Hickman, R. L. (2020). *Decision fatigue: A conceptual analysis. Journal of Health Psychology*, 25(1), 123–135. <https://doi.org/10.1177/1359105318763510>
- Rashid, A., Khan, M., & Lee, J. (2024). *The impact of decision fatigue on workplace well-being: The role of pragmatic prospection and organizational culture*. ResearchGate.
- Rashid, A., Malik, M. I., & Sattar, U. (2024). *Decision fatigue among executives: The role of prospection and culture. Current Psychology*. <https://doi.org/10.1007/s12144-024-04326-w>
- Rowe, W. G. (2001). *Creating wealth in organizations: The role of strategic leadership. Academy of Management Executive*, 15(1), 81–94. <https://doi.org/10.5465/ame.2001.4251395>
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.

Sweller, J. (1988). *Cognitive load during problem solving: Effects on learning*. *Cognitive Science*, 12(2), 257–285. [https://doi.org/10.1207/s15516709cog1202\\_4](https://doi.org/10.1207/s15516709cog1202_4)

Nunnally, J. C., & Bernstein, I. H. (1978). *Psychometric theory* (2nd ed.). McGraw-Hill.

Vohs, K. D., Baumeister, R. F., Schmeichel, B. J., Twenge, J. M., Nelson, N. M., & Tice, D. M. (2008). *Making choices impairs subsequent self-control: A limited-resource account of decision making, self-regulation, and active initiative*. *Journal of Personality and Social Psychology*, 94(5), 883–898. <https://doi.org/10.1037/0022-3514.94.5.883>

## Appendix