

The Effect Strategic Management on Organizational Performance through Project Administration: A Conceptual Paper

Fatima Faraj Al Falahi

Faculty of Business Management and Entrepreneurship, Universiti Pendidikan Sultan Idris
(UPSI), Malaysia, 35900 Tanjong Malim, Perak, Malaysia
Email: fj.falahi@hotmail.com

Nurul Fadly Bin Habidin

Faculty of Business Management and Entrepreneurship, Universiti Pendidikan Sultan Idris
(UPSI), 35900 Tanjong Malim, Perak, Malaysia
Email: norlaile @fpe.upsi.edu.my

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v16-i4/28106>

Published Date: 22 April 2026

Abstract

A framework to examine the effect of strategic management on organizational performance through project administration can help clarify the connections between strategic management practices, project success, and overall organizational effectiveness. Below is a proposed outline for this framework, covering the main elements involved and the relationships between them. The propose revealed the existence has a positive relationship between strategic management and organizational performance, the study also indicate that there is a project administration moderate the relationship between organizational capability and organizational performance on the basis of the proposed, the researchers made the following conclusions. The effect of strategic management on organizational performance is a central topic in organizational studies, as it reveals how intentional, well-planned, and cohesive strategies influence an organization's success. Strategic management involves setting clear goals, allocating resources effectively, adapting to external and internal environments, and aligning organizational efforts towards common objectives. This proposed framework highlights how strategic management, through effective project administration, can drive organizational performance. Testing this framework with empirical data would provide insights into how organizations can optimize their strategic management and project administration processes to enhance performance outcomes. In sum, strategic management is essential for high organizational performance because it aligns the organization's purpose, resources, and actions towards achieving sustainable success.

Keywords: Strategic Management, Project Administration, Organizational Performance, Conceptual Paper

Introduction

In recent decades, organizations have been operating in increasingly turbulent and uncertain environments characterized by rapid technological change, globalization, and intensified competition. These transformations have significantly increased the pressure on organizations to achieve superior performance while maintaining adaptability and long-term sustainability. Within this context, understanding the drivers of organizational performance has become a central concern for both scholars and practitioners. Organizational Performance (OP) is a critical area of study that examines how well an organization achieves its goals and objectives, encompassing financial results, operational efficiency, customer satisfaction, innovation, and employee engagement. As businesses face an increasingly competitive and complex landscape, maintaining high performance is essential for sustainability, growth, and competitive advantage. Organizations are continually striving to optimize their performance to meet evolving customer expectations, adapt to technological advancements, and respond to economic and social pressures. Despite the growing emphasis on performance optimization, many organizations continue to face significant challenges in translating strategic plans into tangible outcomes. A considerable number of strategic initiatives fail not due to poor formulation, but because of ineffective execution mechanisms, highlighting a critical gap between strategy and implementation.

In this context, Strategic Management (SM) plays a pivotal role. SM encompasses the processes by which organizations assess their internal capabilities, understand external opportunities and threats, and make informed choices to achieve long-term success. By implementing well-crafted strategies, companies can align their resources and capabilities with their goals, making SM a key driver of OP.

Strategic Management (SM) process is pivotal in navigating the complexities of the contemporary business environment, which is characterized by rapid technological advancements, environmental considerations, and evolving regulatory landscapes. This study delves into the impact of the five dimensions of strategic management: strategic analysis, strategic choice, strategic implementation, organizational resources, and organizational capability on the organizational performance. These dimensions collectively form the backbone of strategic management, enabling organizations to not only survive but thrive in competitive markets. Strategic analysis serves as the foundation for informed decision-making, allowing organizations to identify opportunities and threats within the external environment, as well as their internal strengths and weaknesses (Sridharan, Gunasekaran, & Ram Kumar, 2020).

From a theoretical perspective, the Resource-Based View (RBV) provides a valuable lens for understanding how internal resources and capabilities contribute to sustained competitive advantage and improved organizational performance. This perspective emphasizes that effective deployment of organizational resources, when aligned with strategic objectives, can significantly enhance performance outcomes. Project administration is the application of processes, methods, skills, knowledge and experience to achieve defined project objectives according to project acceptance criteria within agreed parameters (Nicholas & Steyn, 2020). Project administration has end deliverables constrained by a limited time scale and budget (Kerzner, 2017). The purpose of project administration is to plan and manage a project for the successful completion of its listed objectives and deliverables, include identifying and

managing risks, careful management of resources, smart budgeting, and clear communication across multiple teams and stakeholders (Gasemagha & Kowang, 2021). In contemporary organizations, projects have become the primary vehicles through which strategic initiatives are executed. As a result, effective project administration is no longer merely an operational function, but a strategic necessity that ensures alignment between high-level strategies and day-to-day activities.

On the practical side, the strategic management of projects is the most widespread practice in the world of putting plans into practice. It is the effective tool for translating plans into reality, and without it, strategic planning becomes a dead letter (Love & Ika, 2021). That is why the professional management of projects has become internationally sponsored by institutes that qualify and grant certificates to practitioners, and its practitioners have a strong presence (Zerjav, McArthur & Edkins, 2021).

Organizations still encounter difficulties in achieving strategic objectives due to weak integration between strategic management processes and project administration practices. This disconnect often results in inefficiencies, cost overruns, and failure to achieve intended performance outcomes. Recent studies have emphasized that the effectiveness of strategic management is increasingly dependent on how well organizations integrate strategic planning with project execution, particularly in project-based and multi-stakeholder environments (Arun & Yildirim, 2022; Moreno-Monsalve et al., 2023). This highlights the need to better understand the mechanisms through which strategic intentions are translated into measurable organizational outcomes.

Highlight the challenge organizations face in achieving strategic objectives and the potential role of project administration in bridging the gap between strategic goals and performance outcomes. This research investigates the impact of strategic management on organizational performance through the mediating role of project administration. Strategic management provides organizations with a roadmap for goal achievement, while project administration translates these strategic objectives into actionable project outcomes. The study examines the effectiveness of project administration as a link between strategic goals and organizational performance, focusing on financial outcomes, operational efficiency, and market position.

Furthermore, research gaps persist regarding the relationship between strategic management and organizational performance in projects. Although prior studies have confirmed the positive impact of strategic management on organizational performance (Rafiq et al., 2020; Fuertes et al., 2020), they have largely focused on direct relationships, with limited attention given to the contextual and conditional factors that may influence this relationship. While previous studies have investigated strategic management's impact on various sectors, there is a paucity of research specifically examining projects.

In particular, the moderating role of project administration in shaping the relationship between the key dimensions of strategic management namely strategic analysis, strategic choice, strategic implementation, organizational resources, and organizational capability and organizational performance remains insufficiently explored in the literature. For example, Alwaysseh et al. (2020) conducted a comparative analysis of maintenance practices,

providing insights into environmental criteria and management practices. However, the moderating effect of project administration on the relationship between strategic management components such as strategic analysis, strategic choice, strategic implementation, organizational resources, and capabilities and organizational performance remains underexplored.

Recent research highlights the increasing reliance on project-based structures in achieving strategic goals; however, there is still a lack of integrated conceptual frameworks that explain how strategic management and project administration jointly influence organizational performance, particularly in complex environments such as transportation and infrastructure projects (Osemudiamen et al., 2022; Boamah et al., 2023). The existing literature lacks comprehensive studies on how project administration influences organizational performance in transportation projects, particularly in complex multi-stakeholder environments (Osemudiamen et al., 2022).

This study is justified by the need to bridge this theoretical and empirical gap by developing a comprehensive framework that explains how strategic management influences organizational performance through the moderating role of project administration. This contribution is expected to provide both theoretical advancement and practical insights for decision-makers seeking to enhance organizational effectiveness in project-driven contexts. To explore the relationship between strategic management, project administration, and organizational performance. Propose these questions. -What impact does effective strategic management have on organizational performance? -How does project administration mediate the relationship between strategic management and organizational performance? Significance of the study for explain the study's value for business leaders, project managers, and policymakers in maximizing organizational performance through strategically-aligned project administration.

The review of propose of the current study is divided into five sections. In Section 1, Introduction. Section 2 describes the literature review used. Section 3 research methodology. Section 4 discussion. Finally, Section 5 concludes the study.

Literature Review

Resource-Based View Theory

The Resource-Based View (RBV) is a strategic management theory that posits that an organization's sustainable competitive advantage is derived from its ability to utilize resources that are valuable, rare, inimitable, and non-substitutable (VRIN). It emphasizes that internal resources, rather than external factors, are the key determinants of an organization's performance. Developed by scholars such as Jay Barney and Edith Penrose, RBV focuses on how firms strategically manage their resources to achieve superior performance over their competitors. It is particularly relevant when studying strategic management, organizational performance, and project administration as it highlights the critical role of resource allocation and utilization in achieving organizational objectives. The resource-based view (RBV) of firms is established by Barney (2001) to focus on the internal capabilities that can help organizations enhance performance and achieve competitive advantages over rivals. The resource base view (RBV) theory is a strategic theory that includes all the strategic plans and assets at the disposal of the company to ensure that the company obtains a competitive

advantage that helps improve its performance. Thus, available theories are used to study the relationship between strategic management and organizational performance, theories such as Resource Based View (RBV). Unlike other theories that are objective in nature, the RBV theory is said to be personal in nature, that is, there are no specific factors that can be included or excluded from the theory, rather any factors in it can be considered to contribute to the competitive advantage included in the model. Given this, The RBV theory is a foundational lens for this study, as it explains how organizations can utilize their resources to create value, sustain competitive advantage, and achieve superior organizational performance. By integrating RBV principles into the framework, the study highlights the importance of identifying and managing VRIN resources in strategic management and project administration to drive meaningful performance outcomes. The RBV model has been used to measure company performance (Barney & Mackey, 2016). RBV underscores the need to align projects and organizational initiatives with the firm's unique resource base, ensuring that strategic management efforts are grounded in resource reality. By focusing on how resources drive performance, RBV offers a framework for understanding how well-managed resources contribute to financial, operational, and competitive success. RBV connects the strategic and operational levels by emphasizing the role of resource deployment in project execution, thereby bridging strategic management and project administration.

Organizational Performance

Organizational performance, according to Isa (2021), measures how far an organization has progressed toward its ultimate aim. However, according to Tangkilisan (2005), organizational performance is a description of the level of success of task implementation in an organization in an endeavor to meet the organization's goals, objectives, purpose, and vision. Thus organizational performance is the organization's capacity to complete every task assigned to it in order to meet the organization's established goals, objectives, purpose, and vision. Organizational performance focuses not just accomplishing objectives or goals, but also the implementation process and resources used to reach those goals (Hilton et al., 2023).

Organizational Performance (OP) is a vital construct in evaluating the effectiveness of strategic management and project administration. By adopting a multidimensional perspective, this study ensures that OP is comprehensively assessed, capturing the financial, operational, and market outcomes that are directly influenced by strategic and project-level decisions. The insights gained from measuring OP will contribute to a deeper understanding of how strategic resource management drives superior organizational outcomes.

Strategic Management

Strategic management can be defined as the strategic use of the company's resources to reach the company's goals and objectives. Strategic management requires thinking about the processes and procedures within the organization as well as the external factors that may affect how the company operates (Almazrouei et al., 2021). The strategic management process should guide higher-level actions and decisions. Companies of all sizes and in all industries can benefit from the practice of strategic management (Fuertes et al., 2020).

Strategic management is a broad process that encompasses various stages essential to achieving organizational goals. In this study, we have chosen strategic analysis, strategic choice, and strategic implementation as core components to represent SM. These stages

comprehensively capture the strategic process, from evaluating the organization's external and internal environment to making choices and executing strategies. Below is an explanation for why each of these components was chosen:

Strategic analysis is essential for SM because it sets the direction for all subsequent strategic decisions. Without a thorough understanding of the internal and external environment, an organization cannot effectively formulate or implement strategies.

Strategic choice is critical in SM as it determines the specific strategies that the organization will pursue. It bridges the gap between analysis and action, making it a key step in turning insights from strategic analysis into actionable plans.

Strategic implementation is essential in SM as it directly impacts organizational performance. Strategies that are not well-implemented fail to produce desired results, regardless of how well they are formulated. It is also where project administration plays a key role, as projects are often the vehicles for implementing strategic initiatives.

This structured approach aligns with the goals of this study, allowing for an in-depth exploration of how strategic decisions are made and implemented to enhance organizational performance through effective project administration.

Strategic Analysis

Strategic analysis, which is a process that includes research into the business environment in the organization in which it operates, is closely related to the organizational performance of the organization. Strategic analysis is essential for formulating strategic planning in organizations and projects for decision-making and smooth operation in that organization and projects (Gasparian et al., 2018). With the help of strategic analysis within the strategic management of the organization, project performance can be significantly improved and the goal or objectives set by the organization can be achieved (Florice et al., 2016). Strategic analysis is a necessary process and an important dimension of strategic management aimed at improving the organizational performance of projects and institutions if the company has a goal and a mission for themselves (Erlangga, 2022). All leading organizations known for their achievements have years of strategic management based on strategic analysis of plans that have been implemented at different stages with the aim of improving organizational performance. Strategic planning is a long-term task that involves continuous and systematic planning and investment of resources (Camarero Orive et al., 2020). This theoretical discussion and debate, along with the current empirical proof, leads to the following hypothesis:

H1: There is a positive relationship between Strategic analysis and organizational performance.

Strategic Choice

The strategic choice process necessitates strategic thinking and analysis as part of the project's strategic management, as well as a number of tools used to evaluate the available strategic alternatives in order to narrow the number of those alternatives and reduce the options for managers to choose the appropriate alternative in order to improve the project's organizational performance (Rafiq et al., 2020). Strategic Choice involves selecting the most

appropriate course of action from a set of alternatives identified during the strategic analysis phase. This decision-making process is critical in determining the direction of projects, ensuring that they are aligned with the organization's overall objectives and the external environment's demands (Chowdhury, 2023). Making the right strategic choices can mitigate conflicts and enhance operational efficiency in joint operations. Business portfolio analysis models are accessible tools for analyzing strategic choices, and these models aid in reviewing performance and selecting the best strategic decision (Ge et al., 2021). For the strategic selection process to be successful, the organization's strategic management must consider a number of success factors, including the organization's commitment to implementing the previous or current strategy, the attitudes of those with authority and influence in the organization, and determining the degree of acceptable risk, in addition to time and resource factors. Whether material or human, with the goal of improving the performance of its initiatives (Dong et al., 2022). This theoretical discussion and debate, along with the current empirical proof, leads to the following hypothesis:

H2: There is a positive relationship between Strategic Choice and organizational performance.

Strategic Implementation

The execution of the plan frequently occurs as a result of the implementation of development projects, particularly in the infrastructure sector, as an essential measure of project performance (Alharthy et al., 2017). Suri's research (2022) presents features in the general management system that may be used as reasons for executing an effective strategy with many projects, which leads to an effective performance of the project that meets its aims and leads to the project's goals being met. Strategic Implementation is the execution phase, where strategic plans are put into action. Effective implementation requires a coherent alignment of resources, processes, and people towards achieving the set strategic objectives. This could mean the deployment of innovative technologies, process optimization, and skill development among the workforce to enhance service delivery and operational efficiency (Dion & Evans, 2024). Organizational Resources include all assets, capabilities, organizational processes, firm attributes, information, and knowledge that the organization controls. These resources play a pivotal role in building competitive advantage and supporting strategic initiatives. The resources such as advanced technology, skilled personnel, and financial capital are instrumental in achieving high performance and sustainability goals (Ghosh, Mandal & Ray, 2022). Suri's (2022) research provided the features of a complete management system to enable the alignment of many projects with the strategy and its implementation in such a way that successful project performance is ensured. Ultimately, in order to achieve great project performance, project administration as an entity requires the availability of proper communication methods and systems, as well as an effective methodology for execution (Boamah et al., 2023). This theoretical discussion and debate, along with the current empirical proof, leads to the following hypothesis:

H3: There is a positive relationship between Strategic Implementation and organizational performance.

Strategic Capabilities

Strategic capabilities, such as risk management within supply chains, play a pivotal role in ensuring operational continuity and efficiency. These capabilities involve an organization's ability to anticipate, assess, and mitigate risks that could disrupt supply chain processes or

impact the delivery of goods and services. By maintaining resilience in the face of uncertainties, organizations can achieve superior performance outcomes.

Strategic capabilities, such as risk management within supply chains, are highlighted as essential for ensuring operational continuity and efficiency, which in turn positively influences organizational performance (Sridharan, Gunasekaran, & Ram Kumar, 2020). Moreover, the strategic orientation towards leveraging human capital is associated with enhanced SME performance, linking human resources with innovation, employee satisfaction, and operational efficiency (Iqbal et al., 2023). These aspects collectively underline the significant positive impact of organizational resources on performance outcomes. Therefore, based on the synthesis of findings from the literature, the proposed hypothesis, developed as a result of this discussion, is as follows:

H4: There is a significant positive relationship between organizational resources and organizational performance.

Organizational Capability

Organizational capability refers to the firm's ability to deploy resources effectively through its processes and activities. It encompasses the organization's competencies in managing its operations, innovating, and responding to environmental changes. In transportation, capabilities such as logistics management, green supply chain practices, and strategic sourcing are crucial for enhancing firm performance and competitiveness in the global market (Jha et al., 2022). The interplay between these strategic management dimensions significantly influences the performance and strategic direction of transportation entities. As these organizations navigate the challenges and opportunities within their external and internal environments, the strategic management process becomes indispensable in crafting strategies that are robust, adaptive, and aligned with the goal of achieving superior performance and sustainable competitive advantage (Singh, & Kumar, 2020).

The significance of organizational capability in the context of digital transformation and Industry 4.0 is highlighted by Ghobakhloo and Iranmanesh (2021), who illustrate the essential role of capabilities in technology adoption, process innovation, and change management for the successful digital transformation of manufacturing SMEs. This transformation is crucial for enhancing performance in the rapidly evolving digital era. Similarly, the study by Jirakraisiri, Badir, and Frank (2021) on green process innovation emphasizes the importance of green intellectual capital, a specific aspect of organizational capability, in translating green strategic intent into tangible innovation performance, thereby contributing positively to organizational performance. Furthermore, the research by Kafetzopoulos (2023) on the impact of talent development on strategic flexibility and innovativeness underscores the pivotal role of developing human capital capabilities in driving financial performance and securing a competitive edge. Hence, the hypothesis developed from this discussion posits that:

H5: There is a significant positive relationship between organizational capability and organizational performance.

Moderating Role of Project Administration

Project administration is described as the process of directing a project from inception to finish. The primary purpose of project administration is to finish a project within the time, money, and quality constraints that have been defined. Project administration is defined as the process of allocating and overseeing available resources (both human and financial). It is also intrinsically linked to organizational performance and project strategy management. Projects have life cycles because they are not meant to live forever (Sitepu et al., 2023). A project administration life cycle begins when the project is launched and ends when it is finished or terminated in some way (Yeong & Lim, 2010). Additionally, prior research has stated that project administration may play a moderating role in the relationship between strategic management and project success (Pieterse et al., 2022; Moreno-Monsalve et al., 2023; Pieterse et al., 2022).

Although project administration consists of a collection of factors to be attained, such as time, money, resources, and tasks (activities) to be completed, project administration strategy and good project performance must be coupled (Pieterse et al., 2022). The Strategic Analysis process, in addition to managing all available resources and employing them to serve the project, distributing tasks to the work team, and defining responsibilities, duties, and powers, remains the primary determinant to ensure the process of integration between the project strategy and its organizational performance (Sobiraj and Mitelsky, 2023). In addition to organizing relations, performing periodic contacts, and monitoring the project's progress with the appropriate authorities. To reach the highest levels of quality, efficiency, and real-time decision-making, excellent project administration must relate the project strategy to the level of project performance (Müller et al., 2019). Therefore, the following hypothesis is introduced.

H6: Project administration moderate the relationship between Strategic Analysis and organizational performance.

Project administration plays a critical role in the relationship between the company's Strategic Choice and project organizational performance, as shown by smooth project work and phases that result in the achievement of project objectives (Moreno-Monsalve et al., 2023). According to Blaskovics (2016), Although project administration involves a number of objectives to be met, including time, money, resources, and tasks (activities) to be finished, a successful project administration strategy is essential (Pieterse et al., 2022). Therefore, the following hypothesis is introduced.

H7: Project administration moderate the relationship between Strategic Choice and organizational performance.

In addition to managing all available resources and employing them to serve the project, allocating tasks to the work team, and defining responsibilities, duties, and powers, the project administration process continues to be the critical component in ensuring the process of integration between the Strategic Implementation and its organizational performance (Sobiraj and Mitelsky, 2023). Along with establishing relationships, staying in touch often, and monitoring the project's progress with the appropriate authorities. To attain the highest levels of quality, efficiency, and real-time decision-making, excellent project administration must relate the Strategic Choice to the extent of project performance (Müller et al., 2019). Additionally, it is inextricably tied to project strategy management and organizational

success. A good Strategic Implementation strategy is crucial even if project administration comprises a variety of objectives to be reached, including time, money, resources, and tasks (activities) to be completed (Pieterse et al., 2022). Therefore, the following hypothesis is introduced.

H8: Project administration moderate the relationship between Strategic Implementation and organizational performance.

Project administration, which includes the methodologies, processes, and systems utilized to manage projects, is essential for ensuring that organizational resources are allocated and utilized effectively, aligning project outcomes with strategic objectives. This nuanced interplay suggests that the effectiveness of project administration practices could potentially moderate the impact of organizational resources on performance. Moreover, the implementation of green supply chain practices requires the strategic deployment of resources towards sustainability initiatives. Project administration can moderate the impact of these resources on performance by facilitating the integration of sustainable practices into core business processes, as illustrated by Ghosh, Mandal, & Ray (2022). Additionally, the development of human capital, a key driver of organizational performance, necessitates well-administered projects to ensure that training and development initiatives are in harmony with organizational goals, as explored by Iqbal et al. (2023). Thus, the hypothesis developed from this discussion is:

H9: Project administration moderate the relationship between organizational resources and organizational performance.

Similarly, the translation of green strategic intent into tangible process innovation, as discussed by Jirakraisiri, Badir, and Frank (2021), illustrates how organizational capabilities related to environmental sustainability can impact performance. Here, project administration can play a critical role in facilitating the successful implementation of green initiatives, further underscoring its moderating effect on the capability-performance relationship. Furthermore, the development of strategic flexibility and innovativeness through talent development initiatives, as explored by Kafetzopoulos (2023), showcases another dimension of organizational capability. Effective project administration ensures that these talent development programs are not only well-structured and aligned with the strategic needs of the organization but also implemented in a manner that maximizes their impact on performance. This alignment is essential for nurturing an innovative culture and fostering strategic agility, ultimately contributing to enhanced organizational performance. Therefore, the hypothesis that emerges from this discussion is:

H10: Project administration moderate the relationship between organizational capability and organizational performance.

The Proposed Framework for the Research

Here is a proposed framework that outlines how strategic management can enhance organizational performance through the mediating role of project administration. This framework integrates key elements of strategic management, project administration, and organizational performance metrics, showing how these components interact to drive organizational success. In exploring the direct and indirect effects of strategic management on organizational performance through project administration, we can analyze how each pathway influences organizational outcomes. Strategic management often has both a direct

impact on organizational performance (through setting clear objectives and resource allocation) and an indirect impact (by shaping project administration, which in turn drives performance outcomes).

By understanding both the direct and indirect effects of strategic management, organizations can optimize project administration to enhance their overall performance, ensuring that each project is both strategically aligned and operationally efficient. This layered approach helps organizations meet their long-term objectives more effectively, combining strategic vision with practical project execution to maximize organizational success.

This framework consists mainly of the independent variable independent variable strategic management is the high-level planning and direction-setting function that ensures an organization is positioned for long-term success, with five dimensions (strategic analysis, strategic choice, strategic implementation, organizational resources, and organizational capability). The dependent variable is organizational performance is the ultimate measure of success, reflecting how well the organization fulfills its strategic and operational goals. Along with a moderate variable which is project administration is the operational engine that translates strategic plans into actionable projects, linking high-level strategy with day-to-day execution. Together, these elements create a holistic system where strategic management sets the direction, project administration operationalizes it, and organizational performance reflects the effectiveness of both. The proposed Framework for this study as follows:

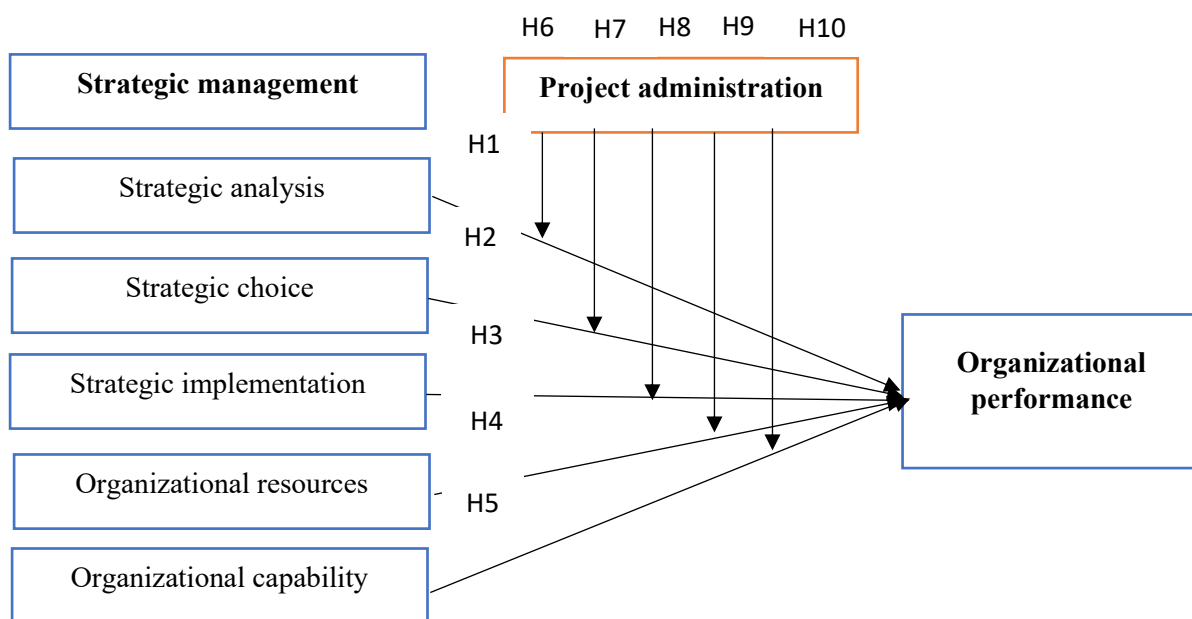


Figure 1. Research Framework

Research Methodology

A review of literature has been carried out as appropriate methodology, in order to produce a reliable knowledge inventory, according to what is proposed by Tranfield et al (2003). Several authors have used systematic review of literature to carry out their research, for example, (AlHosani, Dweiri, & Ojiako, 2020; Arun & Yildirim, 2022; Fuertz et al., 2020; Ghosh, Mandal, & Ray, 2022).For this research, the searching process is limited to published

literature, including books, conference proceedings, and literature obtained from electronic sources, mainly databases of scientific data. The searching engines used were ProQuest, Scopus, Emerald Insight, Science Direct, and Google Scholar. The keywords used are strategic management, project administration and organizational performance. The articles reviewed are in the area of strategic management, , project administration and organizational performance. This research covered the review of 23 publications from which 2 books, 1 conference articles, and 20 journals made major contributions.

Discussion

The main purpose of this study was to identify the relationship between strategic management and organizational performance .the findings of the study reveal that majority of the researchers agree same opinion that there is relationship between strategic management and organizational performance. Strategic management, including Strategic Analysis, Strategic Choice, and Strategic Implementation, is a crucial tool for enhancing project performance (Dauda, Akingbade & Akinlabi, 2010). Numerous studies have explored the effect of strategic management on project performance, highlighting its importance (Mohamud et al., 2015). For instance, Arun & Yildirim (2022) suggest that firms with strategic management practices outperform those without such practices. Rafiq et al. (2020) found that organizational performance tends to increase with the level of strategic management. Similarly, Fuertz et al. (2020) discuss the effects of different types of strategies, including strategic management, on organizational performance.

Dauda et al. (2010) made a significant contribution to expanding knowledge on strategic management practices and organizational performance, particularly in developing countries like Nigeria. Shanbi et al. (2021) emphasize the importance of strategic management and policies in developing organizational performance in sustainable transport projects, especially in developing countries. They highlight the need to adopt strategic management and effective policies to align with sustainability principles. Afonina (2015) examined how strategic management influences the organizational performance of transportation projects in the Czech Republic.

However, despite the recognized importance of strategic management, project administration remains a significant factor in ensuring project success. The existing literature suggests a critical gap in understanding the impact of project administration on strategic management outcomes. issues such as high costs and lower quality are often linked to deficiencies in project administration and planning. This misinterpretation calls for a clearer exploration of the role of project administration in project performance (AlHosani, Dweiri, & Ojiako, 2020). Organizations should provide good strategic management to their organizations that will improve performance of employees companies should employee performance appraisal to promote better satisfaction finally, organizations should factor into account or internal and external factors that can effects organizational performance on other hand the researchers found that there is a positive significant relationship between strategic management and organizational performance.

Implications can either be theoretical or practical .former is the impact on the theories have chosen in study , whereas the latter is the direct impact of findings on related practices.

Theoretical implications: For academic knowledge and the scientific field, this paper contains several additions that may be supportive of other researchers. It presents an advanced model for the impact of strategic management on the organizational performance in achieving optimal dealing with this type of projects, which will provide a scientific addition in the field of benefiting from it which will be an application of the influence of strategic management and organizational performance. Additionally, the study contributes to the theoretical understanding of the moderating role of project administration on the relationship between strategic management and organizational performance. Previous research has largely overlooked the influence of project administration practices on this relationship. The study's findings highlight the importance of effective project administration in enhancing the benefits of strategic management practices, thereby contributing to the existing theoretical frameworks by integrating project administration as a critical moderating variable.

Practical implications: Decision makers can develop the work of project departments, in the field of developing the organizational performance of these projects, including strategic management and the availability of project administration in line with the developments of the technological age. For this study, the results of adopting the strategic management of projects under effective project administration with the aim of achieving outstanding organizational performance in projects must be within the reach of the decision makers. Decision makers can make the appropriate decision for the future development of their practices. Policy makers and systems also benefit from understanding the role of strategic management in projects and various institutions, which has become necessary in developed countries.

Conclusion

In this study the researchers have presented and discussed many ideas that related to the strategic management (strategic analysis, strategic selection, strategic implementation, organizational resources and organizational capability) and organizational performance in light of the moderate impact of project administration, its being highlighted and presented many studies across the world that are related to this study. This study demonstrates that project administration plays an instrumental role in translating strategic management into organizational performance. Project administration not only facilitates the execution of strategic plans but also strengthens an organization's ability to respond to challenges, optimize resources, and sustain competitive advantage. By effectively managing projects aligned with strategic goals, organizations can improve financial outcomes, operational efficiency, and market competitiveness, ultimately leading to enhanced organizational performance. This framework provides a comprehensive approach to studying the impact of strategic management on organizational performance through project administration, offering insights that could help organizations enhance their strategic alignment and overall effectiveness. In summary, the impact of strategic management on organizational performance is effectively mediated by project administration, which operationalizes strategic objectives into tangible outcomes that benefit the organization across various performance dimensions.

Acknowledgement

The authors would like to thank Universiti Pendidikan Sultan Idris (UPSI) for their direct and indirect contributions.

References

- Afonina, A. (2015). Strategic management tools and techniques and organizational performance: Findings from the Czech Republic. *Journal of Competitiveness*, 7(3), 19-36.
- Al Hosani, I. I. A., Dweiri, F. T., & Ojiako, U. (2020). A study of cost overruns in complex multi-stakeholder road projects in the United Arab Emirates. *International Journal of System Assurance Engineering and Management*, 11, 1250-1259.
- Alawaysheh, I., Alsayouf, I., Tahboub, Z. E. A., & Almahasneh, H. S. (2020). Selecting maintenance practices based on environmental criteria: a comparative analysis of theory and practice in the public transport sector in UAE/DUBAI. *International Journal of System Assurance Engineering and Management*, 11, 1133-1155.
- Alharthy, A. H., Rashid, H., Pagliari, R., & Khan, F. (2017). Identification of strategy implementation influencing factors and their effects on the performance. *International Journal of Business and Social Science*, 8(1), 34-44.
- Almazrouei, A., Yassin, A. M., & Memon, A. H. (2021). Strategic Management Indicators for Sustainable Road Traffic Management. *International Journal of Sustainable Construction Engineering and Technology*, 12(3), 88-95.
- Arun, K., & Yildirim Ozmutlu, S. (2022). Narratives of environmental munificence of 3PL firms on the relationship between dynamic capabilities, strategic management and organizational performance. *Journal of Strategy and Management*, 15(1), 96-118.
- Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of management*, 27(6), 643-650.
- Barney, J. B., & Mackey, A. (2016). Text and metatext in the resource-based view. *Human Resource Management Journal*, 26(4), 369-378.
- Blaskovics, B. (2016). The impact of project manager on project success The case of ICT sector. *Society and Economy. In Central and Eastern Europe. Journal of the Corvinus University of Budapest*, 38(2), 261-281.
- Boamah, F. A., Zhang, J., Shehzad, M. U., & Ahmad, M. (2023). The mediating role of social dynamics in the influence of absorptive capacity and tacit knowledge sharing on project performance. *Business Process Management Journal*, (ahead-of-print).
- Camarero Orive, A., Santiago, J. I. P., Corral, M. M. E. I., & González-Cancelas, N. (2020). Strategic analysis of the automation of container port terminals through BOT (business observation tool). *Logistics*, 4(1), 3.
- Chowdhury, S. (2023). Facility location planning to mitigate strategic conflict in joint operations. *Journal of Global Operations and Strategic Sourcing*, 16(3), 593-617.
- Dauda, Y. A., Akingbade, W. A., & Akinlabi, H. B. (2010). Strategic management practice and corporate performance of selected small business enterprises in Lagos metropolis. *International journal of Business and Management*, 5(11), 97.
- Dion, H., & Evans, M. (2024). Strategic frameworks for sustainability and corporate governance in healthcare facilities; approaches to energy-efficient hospital management. *Benchmarking: An International Journal*, 31(2), 353-390.
- Dong, W., Zhao, G., Yüksel, S., Dinçer, H., & Ubay, G. G. (2022). A novel hybrid decision making approach for the strategic selection of wind energy projects. *Renewable Energy*, 185, 321-337.
- Erlangga, H. (2022). Micro Financial Sharia Non-bank Strategic Analysis: a Study at BMT Beringharjo, Yogyakarta. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(2), 1677-1686.

- Floriciel, S., Michela, J. L., & Piperca, S. (2016). Complexity, uncertainty-reduction strategies, and project performance. *International Journal of Project administration*, 34(7), 1360-1383.
- Fuertes, G., Alfaro, M., Vargas, M., Gutierrez, S., Ternero, R., & Sabattin, J. (2020). Conceptual framework for the strategic management: a literature review descriptive. *Journal of engineering*, 2020(1), 6253013.
- Gasemagha, A. A., & Kowang, T. O. (2021). Project manager role in project administration success. *International Journal of Academic Research in Business and Social Sciences*, 11(13), 1345-1355.
- Gasparian, M. S., Kiseleva, I. A., Korneev, D. G., Lebedev, S. A., & Lebedev, V. A. (2018). Strategic analysis of risks when implementing investment projects. *Espacios*, 39(27), 24-32.
- Ge, L., Wang, X., & Yang, Z. (2021). The strategic choice of contract types in business process outsourcing. *Business Process Management Journal*, 27(5), 1569-1589.
- Ghobakhloo, M., & Iranmanesh, M. (2021). Digital transformation success under Industry 4.0: a strategic guideline for manufacturing SMEs. *Journal of Manufacturing Technology Management*, 32(8), 1533-1556.
- Ghosh, S., Mandal, M. C., & Ray, A. (2022). Strategic sourcing model for green supply chain management: an insight into automobile manufacturing units in India. *Benchmarking: An International Journal*, 29(10), 3097-3132.
- Hilton, S. K., Madilo, W., Awaah, F., & Arkorful, H. (2023). Dimensions of transformational leadership and organizational performance: the mediating effect of job satisfaction. *Management Research Review*, 46(1), 1-19.
- Iqbal, M., Mawardi, M. K., Sanawiri, B., Alfisyahr, R., & Syarifah, I. (2023). Strategic orientation and its role in linking human capital with the performance of small and medium enterprises in Indonesia. *Journal of Research in Marketing and Entrepreneurship*, 25(3), 514-542.
- Isa, R. (2021). Management Competency in Improving Performance BUMDes Organization in Gorontalo Regency, Indonesia. *The International Journal of Business & Management*, 9(3).
- Jha, A., Sharma, R. R. K., Kumar, V., & Verma, P. (2022). Designing supply chain performance system: a strategic study on Indian manufacturing sector. *Supply Chain Management: An International Journal*, 27(1), 66-88.
- Jirakraisiri, J., Badir, Y. F., & Frank, B. (2021). Translating green strategic intent into green process innovation performance: the role of green intellectual capital. *Journal of Intellectual Capital*, 22(7), 43-67.
- Kafetzopoulos, D. (2023). Talent development: a driver for strategic flexibility, innovativeness and financial performance. *EuroMed Journal of Business*, 18(2), 296-312.
- Kerzner, H. (2017). *Project administration: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.
- Mohamud, G. Y., Mohamud, A. S., & Mohamed, B. H. (2015). The relationship between strategic management and organizational performance in Mogadishu-Somalia. *European Journal of Research and Reflection in Management Sciences*, 3(2).
- Moreno-Monsalve, N., Delgado-Ortiz, M., Rueda-Varón, M., & Fajardo-Moreno, W. S. (2023). Sustainable development and value creation, an approach from the perspective of project administration. *Sustainability*, 15(1), 472.

- Müller, R., Drouin, N., & Sankaran, S. (2019). Modeling organizational project administration. *Project administration Journal*, 50(4), 499-513
- Nicholas, J. M., & Steyn, H. (2020). *Project administration for engineering, business and technology*. Routledge.
- Osemudiamen, I. D., Adedugba, A., Akinriola, O. O., & Ekperiwere, M. C. (2022). The mediating effect of organisational excellence on entrepreneurial orientation and performance in small and meddium sized enterprises in Lagos metropolises. *Fuoye Journal of Management, Innovation and Entrepreneurship*, 1(1).
- Pieterse, B., Agyekum, K., Manu, P., Mohandes, S. R., Cheung, C., & Yunusa-Kaltungo, A. (2022). Examining critical project administration skills for successful delivery of major maintenance projects: Insights from the United Kingdom energy sector. *Engineering, Construction and Architectural Management*, (ahead-of-print).
- Rafiq, M., Zhang, X., Yuan, J., Naz, S., & Maqbool, S. (2020). Impact of a balanced scorecard as a strategic management system tool to improve sustainable development: measuring the mediation of organizational performance through PLS-smart. *Sustainability*, 12(4), 1365.
- Shanbi, P., Soria, Ben Lakhdar, & Al-Saeed. (2021). Transport Sector Management Strategies to Achieve Sustainability The Experience of the Emirate of Abu Dhabi in Land Transport. *Arab Journal of Management*, 41(1), 3-22.
- Singh, R. K., & Kumar, R. (2020). Strategic issues in supply chain management of Indian SMEs due to globalization: an empirical study. *Benchmarking: An International Journal*, 27(3), 913-932.
- Sitepu, R. H., Nasution, H. S., & Daryanto, E. (2023). The Use of Internal and External Environmental Analysis in Strategic Management at SMPN 1 Laubaleng, North Sumatra Province. *East Asian Journal of Multidisciplinary Research*, 2(1), 81-94. Project administration.
- Sobieraj, J., & Metelski, D. (2023). Identification of the key investment project administration factors in the housing construction sector in Poland. *International Journal of Construction Management*, 23(1), 1-12.
- Sridharan, R., Gunasekaran, A., & Ram Kumar, P. N. (2020). Strategic capabilities for managing risks in supply chains: current state and research futurities. *Journal of Advances in Management Research*, 17(2), 173-211.
- Suri, P. K. (2022). Effectiveness of strategy implementation and e-governance performance. *Evaluation and Program Planning*, 92, 102063.
- Tangkilisan, H. N. S. (2005). *Manajemen publik*. Grasindo.
- Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British journal of management*, 14(3), 207-222.
- Yeong, A., & Lim, T. T. (2010). Integrating knowledge management with project administration for project success. *Journal of Project, Program & Portfolio Management*, 1(2), 8-19.
- Al Hosani, A., Dweiri, F. T., & Ojiako, U. (2020). Evaluating project success using a balanced scorecard approach: A case of UAE infrastructure. *International Journal of Project Management*, 38(4), 285–296.
- Almazrouei, H., Yassin, M. F., & Memon, F. A. (2021). Sustainable transport strategy implementation in Abu Dhabi. *Sustainable Cities and Society*, 64, 102547.

- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Kohtamäki, M., Kraus, S., Mäkelä, M., & Rönkkö, M. (2012). The role of personnel commitment to strategy implementation and organizational learning. *International Journal of Human Resource Management*, 23(1), 146–163.
- Müller, R., Drouin, N., & Sankaran, S. (2019). Organizational project management: Theory and implementation. *Project Management Journal*, 50(4), 482–499.
- Nicholas, J. M., & Steyn, H. (2020). *Project management for engineering, business and technology* (6th ed.). Routledge.