A SYSTEMATIC REVIEW ON ASSESSING THE IMPACTS OF STRATEGIC DECISIONS WITH SUSTAINABILITY TOSUPPORT SUSTAINABLE DEVELOPMENT GOALS 2030

Waqas Umer Malik, University of Gujrat
Maheen Amjad, University of Gujrat
Hina Umar Mirza, University of Gujrat

ABSTRACT

Strategic Decisions build a wider range of impacts on sustainability and strategic decisions give emphasis towards both positive and negative nature of impacts. Generally, this study revealed the range of contributions headed for the theories of strategic management and sustainability management. Influences for strategic decisions evolve through efficient and effective planning and application with the intention to boost the positive capacities and minimize the negative impacts. This study aims to analyze the factors of strategic decisions with sustainability through triple bottom line approach to illustrate the indicators as economic, socio cultural and environmental domains to support UN's Sustainable Development Goals (SDGs). To answer the integral research questions, two separate studies conducted and analyzed by using systematic quantitative review along with weight oriented statistical content analysis. Relevant scientific papers were searched picked from renowned impact factor databases as Web of Science and Scopus. Findings signifies the research objectives, from the overall complied list of factors most of impacts found as positive and of economic side, the other two domains of triple bottom line as socio-cultural and environment factors has significant contribution to the field of literature. Other demographic, publication and citation statistics along with bibliometric analysis similarly brought valuable literature contribution to both academic and managerial fields. This study illustrates the holistic outline towards the strategic decisions with sustainability prime model with the aim to access the overall effect on sustainable developmental goals till yet. Furthermore, for this prime research model all SDG's were briefly discussed and core findings contributes endorsements and obligations for established SDG's enforcements and corrective implications for underrated SDG's.

Keywords: Strategic Decisions, Sustainability, Decision impacts, Strategic Management, Organization,Systematic Literature Review, Sustainable Development Goals (SDG).

INTRODUCTION

In the last few periods, strategic decisions have developed a fast growing division of the business outlooks in order to achieve sustainability for long term perspectives (Haessler, 2020; Schäfer & Löwer, 2020). The context and association between strategic decisions and sustainability is not newborn, as scholars have concerned about the growing trend of sustainability as one of the integral gear of long term business sense (Nosratabadi et al., 2019). The growing focus on strategic decisions is a welcoming attempt to develop significant novel prospects and achieve sustainability (Gupta & Palsule-Desai, 2011). Organizational issues along with planning concerns have leading emphasis for strategic decisions AlDhaen & Mahmood, (2020) where scholars involved in hunt of

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

the impacts of strategic decisions have towards sustainability Peterlin, Pearse & Dimovski, (2015), therefore we can say, there would be many impacts of strategic decisions with respect to sustainability. In this regard, the Triple Bottom Line (TBL) is considered as generally accepted layout to recognizing and accessing sustainability impacts Scuri et al., (2022), Triple Bottom Line (TBL) is a drawing of three significant indicators as economic, socio-cultural and environmental in relation to the strategic decisions with sustainability performance (Peter, 2020; Baumgartner & Rauter, 2017).

In relation to the economic sustainability benefits have seen as bearing significant impressions, and consequently affiliates see the strategic decisions as beneficial. Economic benefits include financial paybacks, investments, organizational strategies, employment, long-term goals and taxation; Placet, Anderson & Fowler, 2005). Other Economic benefits also include employee empowerment, organizational culture, innovation and performance (Srisathan, Ketkaew & Naruetharadhol, 2020). In the age of economic recessions, strategic response (decisions) delivers a channel for fiscal economic resilience (Rao, Musso & Young, 2022). Haessler, (2020) build an all-inclusive analysis and agenda for structural effects on sustainability through strategic decisions whereas sustainability strategy or outlook is generally influenced by way of the stakeholder integration or top management commitment.

Social or cultural influences has so often studied with significant impacts, researchers catered that the evaluation and management of those effects as more complicated due to minimal timescales (Lami & Mecca, 2020). Apart from the critical financial economic factors or hard indicators but also other softer factors or indicators, specifically: social, cultural and intellectual resources have substantial impact on sustainable business model. Though, it is complex to develop a sustainability vision that guides the design for social, cultural & economic gauges and harmonizing environment, whilst social feature of sustainability model is more emergent (Rocha, Antunes & Partidário, 2019). Among these impacts is a focus on work life balance of employees, enhanced social cohesion in personal and professional space, an innovative mechanism for strategic decision making which leads towards the achievement of sustainability (Werner & Balkin, 2021). Obal, Morgan & Joseph, (2020) indulge a study to provide the evidence for organizational culture and leadership endowment in order to figure the new product development which could further associate with sustainability. Other strategic factors involved in decision making like; civic initiatives, innovativeness, decision flexibility and culture diversity are major strategic influencers for the attainment of long term objectives and sustainability (Backović, Milićević & Sofronijevic, 2016).

In contemporary developments, the third foremost area for specialists is the environmental impacts. Environmental domain mainly contains of two edges i.e first one is the effects of company's operations on natural environmental that could influence the business in furtherance, the second factor is the environment-related budget (savings and expenditures) allocation and applicationconcerns of the organization (Kuhlman & Farrington 2010). Green public procurement standards are fundamental components for improvement of environmental domain through strategic decision for sustainability perspective and those should be more significantly promoted (Bratt et al., 2013). The book of, Strategic environmental assessment, directed towards the assessment of environmental area, by focusing to assess organizational programs, plans and policies in order to outfit sustainability and organizational development, the key issues connected with assessment of environmental ensures the effectiveness of environmentally sustainable decisions (Thérivel & González, 2021). The environmental protection is mainly focused on the ways to regulate pollution for land, water and air, it is generally recognized that alternative decisions could have addressed environmental impacts for continued improvements, whereas new decisional strategies which encourage proactive behavior are essential to a novel structure for making strategic decisions in

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

association with environment to ensure a sustainable future (Ehrenfeld, 1995). The environmental issues also influence the customers, however, the strategic decision in the design of a supply chain mechanism have an impact on the product demand, price and environmental quality (Haddach & Benfssahi, 2022).

Henceforth, the central domains of strategic decisions with in accordance with sustainability are recognized as economic, socio cultural and environmental facets. Results or impacts regarding three imperative domains might dissimilar therefore the scope of triple bottom line actors won't be integrated for all the time. Moreover, different impacts contain dissimilar impressions and perspectives by accompanying participant's i-e mentors, employees, competitors, spectators, suppliers and other stakeholders. Accordingly, effect of triple bottom line domains depends on the anticipated circumstances and traits as strategic decisions, also, scholars added a general accepted outcome is that, the greater impact (positive or negative) revealed by the traits of strategic decision which certainly effect the sustainability in furtherance (Adebisi & Bakare, 2019). Furthermore, several effects of strategic decisions are stated more often than others, so, particular impact of strategic decisions could belong to different scopes (Alexander, 1985). Leading towards the agenda's statement is that, all classes of impacts are not mutually imperative and not even equally assessed by a particular framework, which obliges this research agenda for further systematization and analysis.

The commitment of sustainability of an organization is significantly influenced by leading causes like, stakeholder's integration and by the commitment of top management (Haessler, 2020). Whereas, organizational strategic objectives might conflict with sustainability or might overlaps, as well as correspondingly the strategic decisions and sustainability spheres are stimulators for organizational development, though organizations can develop and grow through socially responsible CSR initiatives. However, organizations need to incorporate their environmental and social demands and long-term strategies into decision-making routes, in order to oblige the social responsibility (Haessler, 2020). Furthermore, the foremost important challenge probably need to consider is regarding the outcome expectation from the particular strategic decision which is diverse from each strategic decision and depends on the importance and value of the createdimpact.

On the configuration of strategic decisions, SWOT analysis is consider one of the famous framework whereas model comprising of Strengths, Weaknesses, Opportunities and Threats, by examining the strengths of organization to utilize opportunities and minimize span of threats with an intention to anticipate the general environment and to design an effective strategy (Ketchen, Snow & Street, 2004). While the top management of the organization is keenly involved in the decision making process, the other employees or stakeholders can also be involved into the strategicdecision making process. Management acquire and assimilate information from both external and internal stakeholders with respect to the integration of strategic process of decision making whereas the main concern for management has to acquire accurate and reliable information (Certo et al., 2006), and concerned stakeholders perceive significant impact for strategic decision making outcomes (Curnin et al., 2022).

In general, management longing strategic decisions to be of a long-term sense or sustainable, entailing that strategic decisions ought to produce more socially oriented values and economically significant to the internal and external environment, to maximize positive impacts and to ensure economic sustainability with collaboration with all stakeholders Mitchell, Shepherd & Sharfman, (2011), whereas, strategic decisions need careful planning and execution as this undoubtedly doesn't take place coincidentally, besides imperative strategic components should be defined (Alexander, 1985). This means while planning and implementation phases of strategic decisions the proper clarifications has a mandatory aspect like; involvement of subordinates, long-term objectives,

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

understanding for all stakes, consolidating and evaluation phase, so that effects could be sustained (Bhushan & Rai, 2004). Typically, the challenge face by strategic leaders is how to sustain a competitive advantage in complex business practices and environment whereas it is difficult to retain such a competitive edge which can be hard to duplicate by competitors, however, as management endeavor to influence through strategic decisions while executives involved in making strategic decisions are concerned with the growing challenges to reconcile conflicting expectations among stakeholders to maintain acceptable performance (Windsor, 2006). Generally, employees, clients, owners, government, creditors and donors are considered as the main stakeholders, influencing strategic decision making process and due to development of organizations in contemporary reforms, their boards call attention to make strategic decisions in order to compete and to perform well, on the other hand, we found the value of high-quality decision making and the rarity of integral decision making by suggestions of Peter Drucker and by the famous sayings of Napoleon Bonaparte (Drucker, 1968). Particularly in unpredictable and turbulent environments, the foundation of tactical management practices the effective strategicdecisions by the executives is considered as cornerstone for the growth (Schuler & Cording, 2006).Management often makes effective shorter term decisions with respect to the attainment of longer- term vision for the organization development, whereas, this process usually involves by means of quantifiable, comparatively small tasks or goals that contribute to organizational overall mission (Zimmerman & Bell, 2014).

Certainly, for an equitable, prosperous and sustainable future, United Nation's Sustainable Development Goals (SDGs) bring an extensive aim, though commonly apparent that the SDGs cannot be achieved W.R.T this usual space and trajectory by 2030, theretofore, concerned stakes as government, business and civil society need to reorganize and transform actions in engaging with the SDGs (Grainger-Brown & Malekpour, 2019). Disclosure of committed strategies and effective implementation of strategies towards Sustainability has revealed the higher association towards the success of Sustainable Development Goals (Sekarlangit & Wardhani, 2021). Research; stretch the potential for favorable strategic fields to help management and concerned decision makers in accordance with process of making appropriate strategic actions for ultimate achievement of Sustainable Development Goals 2030 (Chauhan et al., 2022). Deliberation of remarkable managerial and academic field as Strategic management' could comprehend the tools and processes for execution and development of imperative actions and integral strategic decisions for organizational alignment with sustainability and SDG's, where decisions of all categories (e.g planning, tasks, objectives, implementation etc.) have to be integrate with broad strategic process (Engert & Baumgartner, 2016). Additional influencing aspects on Sustainable Development Goals are the power, commitment, activities and characteristics of board of directors of the organization through the formation of committees regarding Corporate Social Responsibility (Sekarlangit & Wardhani, 2021). The bottom-up approach to support Sustainable Development Goals is also considered as a mechanism by engaging and delegating governance responsibilities to local entities like citizens especially agenda for youth assignation (Bonsu, TyreeHageman & Kele, 2020). The relationship between a particular strategic decisions and sustainability to support Sustainable Development Goals impact exists and one can presume by indicating specifically on strategic decisions during the planning stage will significantly associated to impact generally (Bitoun, David & Devillers, 2022).

This study will report the broader impacts of strategic decisions as well as sustainability in favor of achieving United Nations' Sustainable Development Goals (SDG) 2030 based on published journal articles through a systematic literature review process. More simply, gathered published literature from renowned databases, will review to cater the impacts of strategic decisions that establish from the outlook of concerned stake entities on sustainability with the objective to support

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

Sustainable Development Goals (SDG) 2030.

The following research questions are framed as,

Research Question - RQ1: What is generally mentioned impact of strategic decisions and sustainability in relevant literature?
Research Question - RQ2: What type of strategic decisions are studies the most with respect to sustainability?
Research Question - RQ3: What are the related factors of strategic decisions to effect sustainability?
Research Question - RQ4: What are the Sustainable Development Goals, achieved as most?
Research Question - RQ5: What are the Sustainable Development Goals still to be addressed?

METHODOLOGY

To well apprehend the significant research taxonomies of areas as strategic decisions and sustainability, the method of systematic literature review is considered the premium route to examine the several imperative databases and to explore the relevant literature regarding specified area (Silva, 2022; Fonseca, Thomé & Milanez, 2021; Hanski & Ojanen, 2020). The appropriate databases for this systematic literature review are the databases and archives of Web of Science and Scopus, as these databases accredited with respect to international coverageand scope, similarly includes in top rated peer reviewed journals. Research contributions in philosophy of systematic literature review advocated the several complementary approaches to investigate in furtherance Booth et al., (2021); Ramey & Rao, (2011); Wright et al., (2007), however the analysis in hand of strategic decisions with respect to sustainability and to support the sustainable development goals is covering multiple disciplines, topics, methodological approaches and heterogenic in nature, theretofore has classified in two main studies.

Study 1

The primary systematic quantitative literature review approach was applied to referring the four research questions as RQ1, RQ2, RQ4 and RQ5 in order to review of impacts of strategic decisions on sustainability to support sustainable development goals. This substantial approach scrutinizes the criteria for the inclusion/exclusion of the research papers, helps to identifying research gaps, examine one or more research questions, provide the outlook contemporary research and proposes frameworks for future research (Ahmed et al., 2021; Parker, Simpson & Miller, 2020; Alsalem, Thaichon & Weaven, 2020; Cheng et al., 2018). Quasi-statistical approach has been applied to determined timeframes, to identify, quantify, categorize and analyze research trends. Moreover, in this analysis authors used a structured process to systematize and comprehend examination for the specified agenda, aiming for the reliability and transparency methodological integration and to address particular research questions. A detailed literature review was conducted from October 2022 to February 2023, comprehensively searching the both Scopus and Web of Science databases for scientific journal papers, from the initial publishing periods to the end of November 2022, bearing English language criteria, contain the terms in the key searching tabs (from titles, abstracts or keywords) as *"strategic decision"*, *"impact"*, *"sustainability"*, *"sustainable development goals"* and *"SDG"*. By combining results of both databases totaling 483 papers were revealed and yet a preliminary scrutiny of selected papers shown that many of the readings of gathered data, covering the impact of strategic decision and sustainability concepts in a narrow and unsubstantial manner and some of the readings were other than research papers, after initial scrutiny there were 360 articles containing the key terms and then, afterwards total 91 papers have selected as the final sample, based on inclusion & exclusion criteria. For sorting & quantifying the acquired records to framing the final sample, we structured some classifications in accordance with the kind

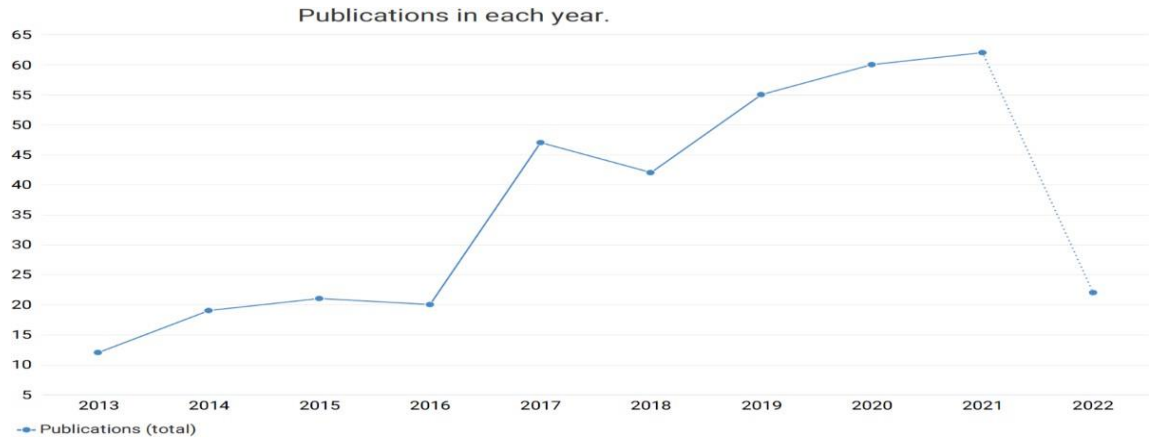
Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

of a strategic decision, impact nature, institute and involved attributes or elements, whereas for appropriate categories direct extraction approach facilitated (Nicole et al., 2022; Furstenau et al., 2021). Data was arranged and confirmed on several times by randomly shuffling the talks i-e sorting, coding categorizing, frequency of appearances and evaluating, among the authors in order to clear rectifications and error free statistics.

Study 2

Initially, the same process was followed as of study 1 for gathering data for factors concerning to strategic decisions in association with sustainability in order to answer the RQ3. we applied quasi-statistical method over determined timeframes to identify, categorize, quantify and analyses research trends. Scopus and Web of Science databases for scientific journal papers, from initial period of publish to the end of November 2022, bearing English language criteria, contain the terms in the topic (from the titles, abstracts or keywords) as 'strategic decision', 'factor' and 'sustainability'. On comparison to study 1, there were significantly fewer readings as 48 for both of the datasets. Authors excluded all unnecessary readings from the analysis, which comprehends unrelated and non-strategic indicators as exploration of constructs, demographic attributes, historical domains of organization and non-factor based literature articles. A final sample of 21 papers after exclusion was selected whereas readings referred to strategic decision, attributes and elements in relation to sustainability. Authors applied content analysis in order to get more profound insight into the central readings, to determine basic concepts, to analyze hidden qualities and relationships between concepts and to examine text systematically (Booth et al., 2021; Linnenluecke, Marrone & Singh, 2020; Rother, 2007). Commanding phases of data sorting, coding, categorizing and evaluation have wisely directed among the authors in order to bear out rectifications and error free statistics.

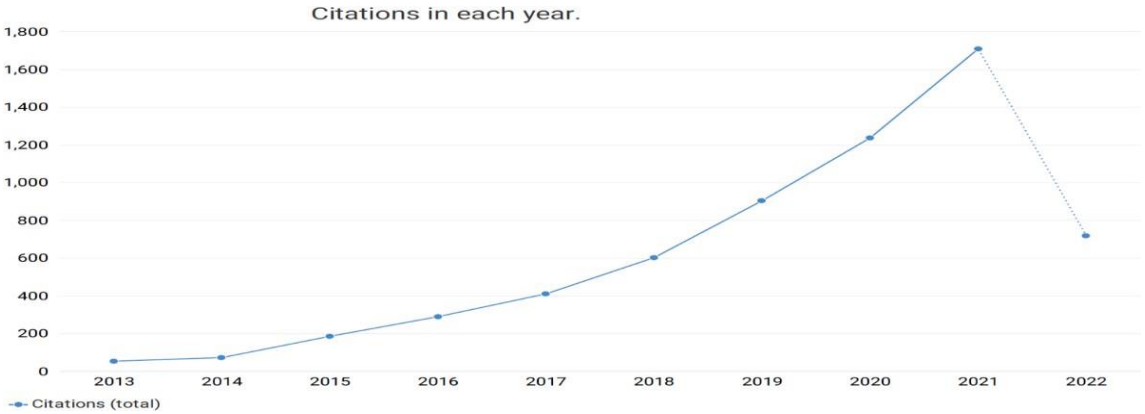
RESULTS



Publication gateway in each year is the illustration of the analytical view which shows the total number of related publications, the values per year are the years in which the publications were published. As mentioned earlier, totaling 361 articles were found form both of the datasets as Web of Science and Scopus, whereas the significant contributor period with respect to time horizon were 2019 to 2021 as 55, 60 and 63 respectively, bearing the 49% portion of the aggregated impacts. Publication citations are the number of times that a particular publication has been cited by other publications in the pertaining to database considering the period of time, however, publications can be of any publication type, such as articles, chapters, preprints, or monographs (Yang & Meho,

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

2006). From the yearly trend it has also been noted that publication trend from 2018 to 2019 considerably rose with steeper slope and afterward in couple of successive years 2020 and 2021 it has significantly grown with flatter slope. On the side of reporting about the prime journals, 'Sustainability' leads with the 36 publications bearing 383 citations whereas citation mean has reported as 10.64. It has also been found that *"Journal of Cleaner Production"* has impacted 1163 citations with significant citation mean as 44.73 for 26 publications. Moreover, the *"International Journal of Production Economics"* reported for 6 publications having 381 citations with leading citation mean as 63.5 and interestingly, journal of *"Resources Conservation and Recycling"* reported the citation statistic as 164 with citation mean 54.67 for just 3 publications.



On the subject of Citations with publications gateway, is the number of publications with at least x citations, the analytical view is the percentage of publications with attention. The values per year are the years in which the publications were published. As mentioned earlier, totaling 361 articles were found form both of the datasets as Web of Science and Scopus, whereas the significant contributor period with respect to citations were leading with 2021, 2020 and 2019 as 1,709, 1,237 and 904 citations and 28%, 20% and 15% mean score respectively whereas the aggregated score for cited 3 years is 62% which is prominent part relatively. On the side of impact by scholar, institution and country, Kannan Govindan from University of Southern Denmark, leads with 240 citations, having mean as 80, Roberta Costa from Sapienza University of Rome, Italy with 133 citation and mean 44.33, Joseph Sarkis from Worcester Polytechnic Institute, United States with 80 citations and mean 26.67, Tony Robert Walker from Dalhousie University, Canada with 75 citation and mean 37.5 and Alda Re Mariano from Eduardo Mondlane University, Mozambique with 53 citations and mean 26.5 are top contributors from the world. Bibliometric analyses are usually used to track researcher or author impact and output; it's the statistical analyses of publications, articles and books (Ahmi, 2021). In order to build a networks of certain publications, organizations, scientific journals, terms or keywords, countries and researchers, the VOSviewer module is considered as a convenient module whilst networks can be construct and connected through co-citation links, citations and bibliographic coupling. Appendix I, illustrated the VOSviewer Bibliometric analysis as there were 2 central clusters of 9 main researchers, entailing coupling of 5 and 4 respectively and 23 core citation links were found. Appendix II, represented the largest set of connected items as there was only 1 main cluster of 10 researchers whilst noteworthy Co-authorship links were 45. Appendix III, demonstrated the analysis up to top 100 researchers as the relatedness of researchers was determined based on their number of co-authored publications whereas total co-authorships were 245 affecting co-authorship links were 189 and for the same 30 Clusters were constructed.

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

Table 1
STRATEGIC DECISIONS AND SUSTAINABILITY IMPACT

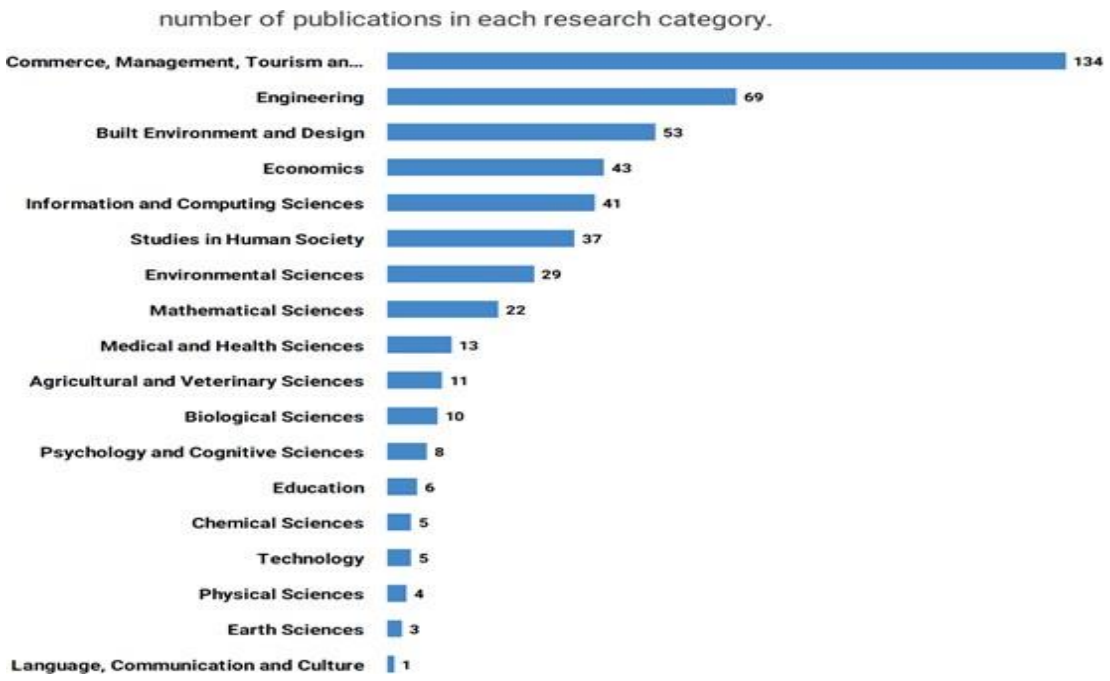
Triple Bottom Line	Nature of Impact	Particulars	Frequency #	Aggregate #
Economic Indicators	Positive	Public policies, Incentives, Infrastructure, Co-optative supply chain, Circular Economy, Procurement outsourcing, Investment, Resource conservation, Innovative financing, Risk management, Capital flows, Exchange rate, Stock prices, GDP, Macro-prudential policy, Credit solvency, Tax revenues, Corporate reporting	24	**38**
	Negative	Procurement outsourcing, Resource consumption, Economic competences, Resource inefficiency, Economic sensitivity, Quality of services, Crisis, Competitors, Short selling	14	
Social & cultural Indicators	Positive	Communication flow, Health services, Political, Age, Education, Volunteering, Communities, Social Enterprise, Creative change, Social Initiatives, Organizational vision, Well-being, Stewardship, Innovation performance, Business Planning, Local community demand, Corporate sustainable behavior, Shared organizational goals, Corporate strategy, Organizational values	26	**37**

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

	Negative	Political instability, Inadequate information, Task conflict, Contextual exhaustiveness, Robustness, Incompatibility in R&D, Lack of CSR, Unethical practices, Service performance, Fault-lines	11	
Environmental Indicators	Positive	Ecology, Industrial Production, Corporate environment responsibility, Life Cycle Assessment, Planetary Boundaries, Safe Operating Space, Climate change adaptation, Natural resources degradation, Ecosystem services, Technology, Soil and Water resources, Logistics infrastructure, Environmental awareness, Environmental evaluation, Urbanization	17	**26**
	Negative	Landfill disposals, Waste flows, Resistance to change, Loss of biodiversity, Instrumental and Normative barriers, Legitimacy issues, Scarce resources	9	

As the systematic review reveals and above mentioned in the introduction section, with respect to the mentioned triple bottom line (TBL) indicators as pertinent to strategic decisions and sustainability Peter, (2020); Baumgartner & Rauter,(2017), however the nature of impact could be either positive or negative Adebisi & Bakare, (2019) as shown in Table 1. Statistic for frequency and aggregate confirms the rate of positive and negative,while the total impact was greater than number of analyzed papers as 99>91 which illustrate the incorporated constructs or variables were studied more than once. Comparatively, the economic indicators were studied more with higher aggregate rate than socio-cultural aspects researched and environmental indicators were studied fewer as shown in Table 1. On the side of economic positive indicators, were generally concentrated on revenue generation realms and profitability oriented domains like, Incentives, Investments, financing, GDP etc. The negative side of economic gauges reveled the crisis management, cost cut and resource deployment related aspects. The positive viewof Social & cultural Indicators mainly concerned with the community benefits like Health, Education, Well-being, values etc. The negative outlook of Social & cultural Indicators refers to conflicts related features like instability, conflict, unethical practices etc. Then, the important indicator of Environment side of triple bottom edge, the positive environmental side would mostly refer to development & infrastructure related areas whilst the negative side would mainly have concerned with the natural resource issues and problems. The above statistic supported for RQ1 andRQ2 of the systematic literature review.

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.



Understanding the contributions of several fields, categories or disciplines through which the specific concepts, notions and paradigms have been associated, will help researchers to decide towards the further approaches and the nature of knowledge Klebanov, Kuvaeva & Volkovich, (2020), additionally, publishing affords a communication mechanism for scholars within a research category or subject discipline and a channel for recognition for institutions (Cascajares et al., 2021). Total eighteen research impact categories substantially initiated as reported, whereas category of commerce management and tourism was leading with 27% share by the total impact and it was found that above 3 categories as well as engineering and built environment and design apprehending more than half of the portion as 52% from the total contributions. The education category has significant impact on overall development as United Nations SDG 4 describes the importance of this particular notion on other integral SDG's (Unterhalter, 2019), whilst form the approach of strategic management and sustainability the education and technology categories impacted only 2% from the total impression, other important category of language, communication and culture has below 1% impact by the total contributions. The above statistic also maintained the arguments of systematic literature review on strategic decisions and sustainability and supported for RQ1 and RQ2 of the systematic literature review.

Total 17 sustainable development goals comprising 169 further targets were developed to succeed the eight Millennium Development, whereas, sustainable development goals includes ending poverty, ending hunger, improving the well-being and good health, enhancing the quality education, ending gender inequality, facilitation of clean water and sanitation, boosting affordable and clean energy, facilitation for the economic growth and decent work, provision of support to innovation, infrastructure and industry, , encouraging equalities, improving communities and developing sustainable cities, ensuring reliable production and consumption, provisions for climate change, helping life below water, supporting life on land, endorsing peace, justice and strong institutions, and encouraging partnerships to achieve sustainable development goals (Sweileh, 2020; Kapucu & Beaudet, 2020; Lee, 2019). For the given model results illustred that responsible consumption and production SDG 12 leads with the highest figure as entailing the 33% from the total influence, also in terms of citations breakdown SDG 12 got the 2022 citations and having

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

mean value as 31.11. By merging the top four performers as SDG 12, SDG 11, SDG 7 and SDG 13, the agregated share contribition was 77% of the total chunk and these four SDG's were cited 3292 times with mean value 74. Decent work and econimic growth SDG 8 listed for 6% share from the total and cited for 65 times and mean value of 5.42 for this prime model. Succeeding three SDG's of zero hunger SDG 2, peace, justice and strong institutions SDG 16 and good health and wellbeing SDG 3, were contributed as 3% individually and 9% on agreated and agregated citations where 205 with mean value 36 for this prime model. Again, proceeding three SDG's were contributed equally as 2% as partnerships for the goals SDG 17, clean water and sanitation SDG 6 and industry, innovation and infrastucture SDG 9 and agregated 5% contribution and agregatedly cited for 204 times with mean value of 62 for this prime model. Morover, only the industry, innovation and infrastucture SDG 9 cited 98 times for just 3 contributions, bearing the maximum mean value 32.67. Following all 5 SDG's equally contributed as only 1% which is far less statstic for this model, although agregated share value was 3% with 62 agregated citations with mean value

52. Notably, the itegral ending poverty SDG 1 not found or not subsidized with respect to this prime model as the domain of strategic decisions and sustainability to support Sustainable Development Goals. For the illustrated prime model and based on statistic, the mentioned top five SDG's as SDG 12 of responnsible consumption and production, SDG 11 of sustainable cities and communities, SDG 7 of afforable and clean energy, SDG 13 of climate action and SDG 8 of decent work and economic growth, were comparatively studied the most. On the other hand, SDG 1 of ending poverty, SDG 2 of zero hunger, SDG 3 good health and well-being, SDG 6 of clean water and sanitation, SDG 9 of industry, innovation and infrastucture, SDG 16 peace, justice and strong institutions and SDG 17 of partnerships for the goals, were contributed less in occordance with the prime model of strategic decisions and sustainability to support Sustainable Development Goals 2030, which supported for the RQ4 and RQ5.

DISCUSSION

Another way to outline strategic decisions with sustainability in association with sustainable development goals, is to criticizing and evaluating different standards for the model (Leiblein, Reuer & Zenger, 2018; Zimmerman & Bell, 2014). While scrutinizing further from the past scholarly schemes of literature, it seems so that a substantial number of documents still to be included in literature databases on both Scopus and Web of Science as the contributions and variability in definitions of the constructs as strategic decisions and sustainability validates that in the last century, there is certainly various published explorations and explanations exists on these themes, although while taking both constructs into account together as strategic decisions and sustainability, most of the working obliged in 21stcentury. From the given datasets it has clearly mentioned that most of the impacts pertains between 2019 to 2021 bearing the 49% portion of the aggregated impacts and the most steeper slope connected to 2017 on single year bases (Ref to publication chart). The research model has high research potential as considering a just few couple of years, there was significant statistic for citations which indicates the academic development of the research model (Ref to citation chart). Additionally, it is significant that the growing acceptance of the research model as strategic decisions and sustainability impact in association with sustainable development goals has high research prospective to cater economic, socio-cultural and environmental domains as triple bottom line effect. Bibliometric analysis illustrates the importance of research model on clusters bases, bibliographic coupling, co-authorship nationally with institutional analysis and other geographical scales (Ref to Appendixes). Appendix I, there were 2 central clusters with 23 core citation links of 9 main researchers entailing researchers coupling of 4 and 5 as [Govindan,

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

Nourbakhsh, Tavana and Jafarian] and [Mahdavi, Mansour, Sajadieh, Tohidi and Alimohammadi]. On the side of the largest set of connected items as there was only 1 main cluster of 10 researchers whilst co-authorship links were 45 researchers were as, [Lee, Grace Yeeun; Hickie, Ian Bernard; Occhipinti, Jo-An; Song, Yun Ju Christine; Camacho, Salvador; Skinner, Adam; Lawson, Kenny; Hockey, Samuel J.; Hilber, Adriane Martin; Freebairn, Louise] showing the prominent research journal of [International Journal of Environmental Research and Public Health] and authors affiliations and name of research organization [University of Sydney; Swiss Tropical and Public Health Institute; University of Basel; Australian National University], more simply Appendix II, represented the very unique analysis as the largest set of connections by person itself, regional background and research lab associations. By taking the analysis up to top 100 researchers as the relatedness of researchers was determined based on their number of co-authored publications whereas total co-authorships were 245 affecting co-authorship links were 189 and for the same 30 Clusters were constructed. The prominent connections e.g. [Lauwers, Ludwig; Debruyne, Lies], [Shankar, Ravi], [Sarkis, Joseph], [Govindan, Kannan] and [Chilundo, Baltazar GM; Cliff, Julie L], as demonstrated in Appendix III. Moving towards categories of research, commerce management, engineering, design and economics have created a leading significant impact because of demand and implication for specific domains, Massei & Sinelshnkov, (2020); Klebanov, Kuvaeva & Volkovich, (2020) whilst categories of education, technology communication and culture more nurture for development(Unterhalter, 2019; McFarlin & Sweeney, 2014; Harrison, 1996).

In order to attain sustainability, administrations indulge strategic spheres to create benefits for all involved stakes Mitchell, Shepherd & Sharfman, (2011), An important point, as for retention of economic players to acquire appropriate resource through efficient strategic decision and these players considered as imperative for developing economic values (Sekerci, 2020). Synergistic impacts of strategic decisions with sustainability, such as international marketplace, internationalization processes, decision making process, effective policy & advisory services from cultural differences, company tradition, venture capital, economic vulnerability, profit maximization, products and competitors. Moreover, strategic decisions impacts would be determined by the familiarity, organizational size, firm's performance, dynamism, hostility, organizational culture, role of management, values and behaviors Aikaterini, Ioannis & Vasilagos, (2019); Nooraie, (2012), furthermore, strategic decisions wouldn't be solely anticipated by included constructs or variables, it also requires context of the organization and environmental knowledge in which the decision is made to get complete acceptance and understanding of the effect (Hambrick & Snow, 1977). Strategic decisions outcomes confirmed previous illustrations that triple bottom line (TBL) considered as general accepted approach to signifying impacts Scuri et al., (2022), through threeintegral pillars as economic, socio-cultural and environmental effects with respect to sustainability (Peter, 2020; Baumgartner & Rauter, 2017). Moreover, outcomes also confirmed the manifestation of positive and negative impacts Adebisi & Bakare, (2019), whereas economic area lead with most of the influences whilst overall positive side of influences dominated on comparison with the negative side for all players of triple bottom line.

As shown in results section that the economic side impact of strategic decisions with sustainability preview have more emphasis for the given model as compare to the rest of both by which visibly exhibited the significance of economic sustainability. Whilst, the economic influences mostly focus on factors, such as circular economy, investment, resource conservation, financing, GDP, credit, tax revenues, corporate reporting, crisis, economic competences and economic sensitivity (Rao, Musso & Young, 2022; Flayyih, Mirdan, & Elkhaldi, 2021; Dixit, Clouse & Turken, 2019; Backović, Milićević & Sofronijevic, 2016). Another impact that have considered through nonprofit sustainability and empowerment which provide strategic options for organizations

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

by demystifies mission influence and monetary capability through the Matrix Map. The strategic planning by top management have also found as a significant weight for the integration of strategic decision-making process, which leads to the close linkage between the economic performance of the organization and the characteristics of top management team (Certo et al., 2006). Nevertheless, invest in the future by enabling the capitals as green investment, green technological innovation enables the economic growth and optimum efficiency (Zhang et al., 2022). For the impressions of non-monetary impressions, various investigations mainly in the last decade, revealed the significance of Socio-cultural impacts Nicole et al., (2022); Lami & Mecca, (2020), furthermore, readings have motivated mainly in association to the education, volunteering, communities, social enterprises, creative change, social initiatives, organizational vision, stewardship, corporate sustainable behavior, shared organizational goals, corporate strategy and organizational values, whereas, each mentioned indicators foster towards the development social sustainability (Lami & Mecca, 2021; AlDhaen & Mahmood, 2020; Nooraie, 2012; Windsor, 2006; Schuler & Cording, 2006). To center the contributions of ethnic, civilizations and traditional features of strategic decisions, research revealed mainly for health services, political, age and well-being (Alsalem, Thaichon & Weaven, 2020; Srisathan, Ketkaew & Naruetharadhol, 2020). As well as, outcomes of the study in hands exposed some of the depraved Socio-cultural areas which exerts the negative impressions as political instability, conflict, incompatibility and unethical practices McManus, (2018), in addition, to detect indicators and cater them for sustainability, to support them for change and inclusions of social and cultural values through appropriate strategic planning (Axelsson et al., 2013). The third domain of environmental indicators also exhibited the more for positive side and lesser for negative side impressions with respect to the certain model of strategic decisions with sustainability. The factors with most often mentioned positive such as ecology, industrial production, corporate environment responsibility, life cycle assessment, planetary boundaries, safe operating space, climate change adaptation, natural resources degradation, ecosystem services, technology, soil and water resources, logistics infrastructure, environmental awareness, environmental evaluation and urbanization Thérivel & González, (2021); Cascajares et al., (2021); Furstenau et al., (2021); Peter, (2020); Obal, Morgan & Joseph, (2020); Aikaterini, Ioannis & Vasilagos, (2019); Rocha, Antunes & Partidário, (2019); Engert & Baumgartner, (2016) whilst on the other hand the factor with negative influences as, landfill disposals, waste flows, resistance to change, loss of biodiversity, instrumental and normative barriers, legitimacy issues and scarce resources (Zhang et al., 2022; Adebisi & Bakare, 2019; Baumgartner & Rauter, 2017; Bratt et al., 2013; Ehrenfeld, 1995).

Sustainability is considered the prime challenges of the era, organizations needs to transform and design the appropriate strategies to deal with the environment and to ensure needs of future perspectives, in this regard, actions and joint commitment by leaders can revolutionize towards a more sustainable environment.

Certainly, the research framework as the impact of strategic decisions on sustainability in association with the achievement of sustainable development goal is the most imperative agenda to succeed the eight Millennium Development (Waas et al., 2014; Bass & Dalal-Clayton, 2012). The notable statistic reveled for responsible consumption and production SDG 12, sustainable cities & communities SDG 11, affordable and clean energy SDG 7 and climate action SDG 13. Regarding responsible consumption and production SDG 12, the overall aim of reducing the mineral raw consumption through consistency, efficiency, and sufficiency of the production process (Trummer, Ammerer & Scherz, 2022). For sustainable cities & communities SDG 11, suitable indicators through indigenous planning & development strategies for urban governance structures could be supportive to mainstream sustainability (Vaidya & Chatterji, 2020). On behalf of, affordable and

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

clean energy SDG 7, in order to ensure the power supply on solar mechanism and solar support for power deficient countries, the intercontinental solar power infrastructure can be beneficial which allow the energy consumption towards a sustainable clean energy prospect (Jayachandran et al., 2022). Aimed at the climate action SDG 13, the transformative strategies for capacity enhancement, technical developments, establishment of suitable policy and proficient financial aspect needs to be cater in order to succeed for sustainability (Campbell et al., 2018). Quite adequate results revealed for Decent work and econimic growth SDG 8 for this prime research model, whereas, labour and gender privileges needs to be oversee, social reproductive work also be reinforced to attain the sustainable and inclusive decent work (Rai, Brown & Ruwanpura, 2019). Contribution towards zero hunger SDG 2 fairly grown for the research model, as this SDG is also linked with the monetary domains, so the suitable balancing procedures should be implemented to cater the still undernourished public (Saccone, 2021). One of the most important component of sustainable development as peace, justice and strong institutions SDG 16, it is substantial that authorities design appropriate strategies and policies to overcome the challenges for sustainable institutions. Regarding, good health and wellbeing SDG 3, effective institutional involvement with hard work through transformative strategies to develop an informed and coherent framework of policies to address well-being and health for sustainable course of life (Ionescu et al., 2020). On side of, partnerships for the goals SDG 17, require improvement and coherence for initiatives and policies with enhanced global cooperation in order to deepening partnerships and mobilize political will and between civil society, private division and government. For the clean water and sanitation SDG 6, with the purpose of water quality improvement and treatment of groundwater, the use of technology supported for environmental legislations, could be favorable for removing noxious waste and sustential for sustainable water cycle (da Silva et al., 2022). Intended for the portion of the industry, innovation and infrastucture SDG 9, in the emerging economies the use of artificial intelligence could be the finest strategy to enhanced the development towards attainment of sustainability, henceforth, it is integral that decision makers and authorities focus more in the practice of artificial intelligence and motivate the related analyses with the intention of industry, innovation, infrastructure development and attainment of sustainability (Mhlanga, 2021). In the section of ending poverty SDG 1, this prime model hasn't subsidized with respect to as the domain of strategic decisions and sustainability to support Sustainable Development Goals. The institution of higher education and academia needs to encourage and headed for the exploration of strategies through research oriented culture such as, responsible recruiting integrating to social clauses and network connections so as to cater the ultimate goal of ending poverty SDG 1 towards sustainability

Martínez-Virto & Pérez-Eransus, (2021) in the segment of gender equality SDG 5, unquestionably of a major concern to measure and plan strategies to increase gender equality corresponding to global strategies, in this regard, CRUI (the Italian association of all educationist) can play vigorous role with the purpose to develop and promote appropriate strategies and relevant gender items to onward decisions of authorities, policy makers and regulators. Aimed at the locus of reduced inequalities SDG 10, this appeared a quite complex course to identify inequalities realization and to distinguish high or low performance nations whereas some of key challenges to stimulate in a diverse way of social, economic and environmental growth by associated exhaustible resources (Cojocaru et al., 2022). In the division of life below water SDG 14, for the development of life and human kind global ocean act as fundamental player as trade and commerce activities, service of ecosystems and the most important provision of biological resources, whereas to counter the involve challenges as sea usage conflicts, climate change, invasive species, malfunctioning of governance, direct exploitation and pollution, concerned authorities ought to design strategies and policies with the aim to attain sustainability. In the segment of life on land SDG 15, the statistic shown that this

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

SDG has not well incorporated with the economic factors to access the economic valuation of biodiversity and associated opportunity costs, furthermore, remedial strategies needs to be implemented with an immediate decisional effect in order to prevent poaching and trafficking in protected animals and invasive alien species (Wesseler & Zilberman, 2021).

LIMITATIONS AND FUTURE RESEARCH

While aiming systematic quantitative literature reviews, there would be certain existence of limitations. The primary limitation deals with the evaluation criteria quantitative literature review for catering the impact of strategic decisions on sustainability in association with sustainable development goals. This review reflected only the databases of Scopus and Web of Science, filtered to the academic peer-reviewed journal articles, which means that various leading investigations that might have appeared in research theses, chapter of books and monographs were not included (Booth et al., 2021). Furthermore, requirement for language filter also applied for this prime model as only academic peer-reviewed journal articles in English language were included to limit the span of literature review to specific language Atkinson & Cipriani, (2018), this mechanism made known the opportunity and framework for future research to compare the research models in other languages. On the other hand, the substantial span control of this study is about selecting the boundaries of research for this systematic quantitative literature review as transparency in criteria of inclusion & exclusion relating to academic peer-reviewed journal papers. The overall scheme limited to the terms in the key searching tabs as titles, abstracts and keywords, however the terms used as *"strategic decision"*, *"impact"*, *"sustainability"*, *"sustainable development goals"* and *"SDG"*. As this issue considered as the common problem for systematic literature reviews Xiao & Watson, (2019), so, the further schemes might execute with *"benefit"*, *"outcome"* and other possible terminologies as *"components"*, *"antecedents"* and *"consequence"*, which indicates the exclusion probability of some of the readings that pertains the impact significance.

More simply, on concluding statements this systematic quantitative literature review highlights the contributions towards the relevant theories of strategic management, sustainability management and sustainable development goals. The factors, research categories and impacts of strategic decisions are essential for development and sustainability in association with the sustainable development goals in order to succeed the eight Millennium Development. In addition, this study has some practical implications as practice and knowledge for administrations of sustainable strategic decisions are crucial to contribute to the triple bottom line of sustainability as economic, socio-cultural and environmental, also, the requirment of context of the organization and environmental knowledge in which the decision is made is also key player for success and strategic implications (Hambrick & Snow, 1977). Specified, short term developments on economics impacts and strategic policy initiatives for long-terms provisions, futher research could be suggested for economic and socio-cultural strategic decision impacts on community wellbeing (Hamurcu & Eren, 2020). Yet, the future researh may conduct to advance, address or measure the scope of strategic decisions by integral dimentions, components or by antecedents with the aim to contribute towards the strategic mangement and sustainability theories to support the millennium development success.

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

REFERENCES

Adebisi, S. A., & Bakare, N. A. (2019). Survival strategies and sustainability of small and medium enterprises in a volatile environment. *Management Dynamics in the Knowledge Economy*, *7*(4/26), 553-569.

Ahmi, A. (2021). *Bibliometric Analysis for Beginners: A starter guide to begin with a bibliometric study using Scopus dataset and tools such as Microsoft Excel, Harzing's Publish or Perish and VOSviewer software*.

Aikaterini, G. N., Ioannis, S., & Vasilagos, T. (2019). Do external environmental factors affect on strategic choice decisions of innovation?: The case of service organizations in a cross-cultural comparison. *Journal of Transnational Management*, 24(3), 185-230.

AlDhaen, E. S., & Mahmood, M. (2020). HEIs practices and strategic decisions toward planning for delivering academic programs for a sustainable future. In *Sustainable Development and Social Responsibility—Volume 2: Proceedings of the 2nd American University in the Emirates International Research Conference, AUEIRC'18—Dubai, UAE 2018* (pp. 89-93). Springer International Publishing.

Alexander, L. D. (1985). Successfully implementing strategic decisions. *Long range planning*, *18*(3), 91-97.

Alsalem, A., Thaichon, P., & Weaven, S. (2020). Organ donation for social change: A systematic review. *Entrepreneurship and Organizational Change: Managing Innovation and Creative Capabilities*, 115-134.

Atkinson, L. Z., & Cipriani, A. (2018). How to carry out a literature search for a systematic review: a practical guide. *BJPsych Advances*, *24*(2), 74-82.

Backović, N., Milićević, V., & Sofronijevic, A. (2016). Strategic directions in European sustainable city management. In *Handbook of Research on Green Economic Development Initiatives and Strategies* (pp. 147-168). IGI Global.

Baumgartner, R. J., & Rauter, R. (2017). Strategic perspectives of corporate sustainability management to develop a sustainable organization. *Journal of Cleaner Production*, *140*, 81-92.

Bergman, Z., Bergman, M. M., Fernandes, K., Grossrieder, D., & Schneider, L. (2018). The contribution of UNESCO chairs toward achieving the UN sustainable development goals. *Sustainability*, *10*(12), 4471.

Bhushan, N., & Rai, K. (2004). Strategic decision-making. In *Strategic Decision Making: Applying the Analytic Hierarchy Process* (pp. 3-10). London: Springer London.

Bitoun, R. E., David, G., & Devillers, R. (2023). Strategic use of ecosystem services and co-benefits for Sustainable Development Goals. *Sustainable Development*, *31*(3), 1296-1310.

Bonsu, N. O., TyreeHageman, J., & Kele, J. (2020). Beyond agenda 2030: Future-oriented mechanisms in localising the sustainable development goals (SDGs). *Sustainability*, *12*(23), 9797.

Cascajares, M., Alcayde, A., Salmerón-Manzano, E., & Manzano-Agugliaro, F. (2021). The bibliometric literature on Scopus and WoS: the medicine and environmental sciences categories as case of study. *International Journal of Environmental Research and Public Health*, *18*(11), 5851.

Certo, S. T., Lester, R. H., Dalton, C. M., & Dalton, D. R. (2006). Top management teams, strategy and financial performance: A meta-analytic examination. *Journal of Management studies*, *43*(4), 813-839.

da Silva, J. C. O., Solano, A. M. S., Barbosa Segundo, I. D., dos Santos, E. V., Martínez-Huitle, C. A., & da Silva, D. R. (2022). Achieving Sustainable Development Goal 6 Electrochemical-Based Solution for Treating Groundwater Polluted by Fuel Station. *Water*, *14*(18), 2911.

Dixit, A., Clouse, C., & Turken, N. (2019). Strategic business location decisions: Importance of economic factors and place image. *Rutgers Business Review*, *4*(1).

Drucker, P. F. (1968). Decision-making and the effective executive. *The Bulletin of the National Association of Secondary School Principals*, *52*(328), 24-39.

Ehrenfeld, J. R. (1995). Design for environment: a new framework for strategic decisions. *Environmental Quality Management*, *4*(4), 37-51.

Fonseca, R. A., Thomé, A. M. T., & Milanez, B. (2021). Decision-Making Process on Sustainability: A Systematic Literature Review. *Industrial Engineering and Operations Management: XXVI IJCIEOM (2nd Edition), Rio de Janeiro, Brazil, February 22–24, 2021 26*, 225-236.

Gupta, S., & Palsule-Desai, O. D. (2011). Sustainable supply chain management: Review and research opportunities. *IIMB Management review*, *23*(4), 234-245.

Hambrick, D. C., & Snow, C. C. (1977, August). A Contextual Model of Strategic Decision Making in Organizations. In *Academy of management proceedings* (Vol. 1977, No. 1, pp. 109-112). Briarcliff Manor, NY 10510: Academy of Management.

Harrison, E. F. (1996). A process perspective on strategic decision making. *Management decision*, *34*(1), 46-53.

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

Ionescu, G. H., Firoiu, D., Tănasie, A., Sorin, T., Pîrvu, R., & Manta, A. (2020). Assessing the Achievement of the SDG Targets for Health and Well-Being at EU Level by 2030. *Sustainability*, *12*(14), 5829.

Jayachandran, M., Gatla, R. K., Rao, K. P., Rao, G. S., Mohammed, S., Milyani, A. H., ... & Geetha, S. (2022). Challenges in achieving sustainable development goal 7: Affordable and clean energy in light of nascent technologies. *Sustainable Energy Technologies and Assessments*, *53*, 102692.

Kapucu, N., & Beaudet, S. (2020). Network governance for collective action in implementing United Nations sustainable development goals. *Administrative Sciences*, *10*(4), 100.

Ketchen Jr, D. J., Snow, C. C., & Street, V. L. (2004). Improving firm performance by matching strategic decision-making processes to competitive dynamics. *Academy of Management Perspectives*, *18*(4), 29-43.

Klebanov, L. B., Kuvaeva, Y. V., & Volkovich, Z. E. (2020). Statistical Indicators of the Scientific Publications Importance: A Stochastic Model and Critical Look. *Mathematics*, *8*(5), 713.

Lami, I. M., & Mecca, B. (2020). Assessing social sustainability for achieving sustainable architecture. *Sustainability*, *13*(1), 142.

Lee, Y. S. (2019). Sustainable Development and the SDGs: A Note on Current Development. *Available at SSRN 3367957*.

Leiblein, M. J., Reuer, J. J., & Zenger, T. (2018). What makes a decision strategic?. *Strategy Science*, *3*(4), 558-573.

Linnenluecke, M. K., Marrone, M., & Singh, A. K. (2020). Conducting systematic literature reviews and bibliometric analyses. *Australian Journal of Management*, *45*(2), 175-194.

Martínez-Virto, L., & Pérez-Eransus, B. (2021). The role of the public university of Navarre in achieving the 1st SDG for the end of poverty. *Sustainability*, *13*(17), 9795.

McManus, J. (2018). Hubris and unethical decision making: The tragedy of the uncommon. *Journal of Business Ethics*, *149*(1), 169-185.

Mhlanga, D. (2021). Artificial intelligence in the industry 4.0, and its impact on poverty, innovation, infrastructure development, and the sustainable development goals: Lessons from emerging economies?. *Sustainability*, *13*(11), 5788.

Nicole, S. J., Lada, S., Ansar, R., Abdul Adis, A. A., Fook, L. M., & Chekima, B. (2022). Corporate Social Responsibility and Strategic Management: A Bibliometric Analysis. *Sustainability*, *14*(17), 10526.

Nooraie, M. (2012). Factors influencing strategic decision-making processes. *International Journal of Academic Research in Business and Social Sciences*, *2*(7), 405.

Nosratabadi, S., Mosavi, A., Shamshirband, S., Zavadskas, E. K., Rakotonirainy, A., & Chau, K. W. (2019). Sustainable business models: A review. *Sustainability*, *11*(6), 1663.

Obal, M., Morgan, T., & Joseph, G. (2020). Integrating sustainability into new product development: The role of organizational leadership and culture. *Journal of Small Business Strategy (archive only)*, *30*(1), 43-57.

Parker, J., Simpson, G. D., & Miller, J. E. (2020). Nature-based solutions forming urban intervention approaches to anthropogenic climate change: a quantitative literature review. *Sustainability*, *12*(18), 7439.

Peter, F. (2020). External environmental factors and organizational productivity in selected oil service firms in Port Harcourt. *International Journal of Management and Entrepreneurship*, *2*(1), 115-126.

Peterlin, J., Pearse, N., & Dimovski, V. (2015). Strategic decision making for organizational sustainability: The implications of servant leadership and sustainable leadership approaches. *Economic and Business Review*, *17*(3), 1.

Placet, M., Anderson, R., & Fowler, K. M. (2005). Strategies for sustainability. *Research-Technology Management*, *48*(5), 32-41.

Rai, S. M., Brown, B. D., & Ruwanpura, K. N. (2019). SDG 8: Decent work and economic growth–A gendered analysis. *World Development*, *113*, 368-380.

Rao, M., Musso, J. A., & Young, M. M. (2022). Resist, Recover, Renew: Fiscal Resilience as a Strategic Response to Economic Recessions. *Available at SSRN 4050990*.

Rocha, C. S., Antunes, P., & Partidário, P. (2019). Design for sustainability models: A multiperspective review. *Journal of Cleaner Production*, *234*, 1428-1445.

Rother, E. T. (2007). Systematic literature review X narrative review. *Acta paulista de enfermagem*, *20*, v-vi.

Saccone, D. (2021). Can the Covid19 pandemic affect the achievement of the 'Zero Hunger'goal? Some preliminary reflections. *The European Journal of Health Economics*, *22*, 1025-1038.

Sekarlangit, L. D., & Wardhani, R. (2021). The effect of the characteristics and activities of the board of directors on sustainable development goal (SDG) disclosures: Empirical evidence from Southeast Asia. *Sustainability*, *13*(14), 8007.

Sekerci, N. (2020). Factors associated with strategic corporate decisions in family firms: Evidence from Sweden. *International Review of Finance*, *20*(1), 45-75.

Silva, J. A. (2022). Implementation and Integration of Sustainability in the Water Industry: A Systematic Literature

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.

Review. *Sustainability*, *14*(23), 15919.

Srisathan, W. A., Ketkaew, C., & Naruetharadhol, P. (2020). The intervention of organizational sustainability in the effect of organizational culture on open innovation performance: A case of thai and chinese SMEs. *Cogent business & management*, *7*(1), 1717408.

Sweileh, W. M. (2020). Bibliometric analysis of scientific publications on "sustainable development goals" with emphasis on "good health and well-being" goal (2015–2019). *Globalization and health*, *16*, 1-13.

Fischer, T. B., & González, A. (2021). 27. Conclusions: towards a theory of strategic environmental assessment?. *Handbook on strategic environmental assessment*, 425.

Trummer, P., Ammerer, G., & Scherz, M. (2022). Sustainable Consumption and Production in the Extraction and Processing of Raw Materials—Measures Sets for Achieving SDG Target 12.2. *Sustainability*, *14*(17), 10971.

Windsor, D. (2006). Corporate social responsibility: Three key approaches. *Journal of management studies*, *43*(1), 93-114.

Wright, R. W., Brand, R. A., Dunn, W., & Spindler, K. P. (2007). How to write a systematic review. *Clinical Orthopaedics and Related Research (1976-2007)*, *455*, 23-29.

Xiao, Y., & Watson, M. (2019). Guidance on conducting a systematic literature review. *Journal of planning education and research*, *39*(1), 93-112.

Yang, K., & Meho, L. I. (2006). Citation analysis: a comparison of Google Scholar, Scopus, and Web of Science. *Proceedings of the American Society for information science and technology*, *43*(1), 1-15.

Zimmerman, S., & Bell, J. (2014). The sustainability mindset: Using the matrix map to make strategic decisions. John Wiley & Sons.

Received: 10-May-2023, Manuscript No. ASMJ-23-13580; **Editor assigned:** 12-May-2023, PreQC No. ASMJ-23-13580 (PQ); **Reviewed:** 26-May-2023, QC No. ASMJ-23-13580; **Revised:** 31-May-2023, Manuscript No. ASMJ-23-13580 (R); **Published:** 05-Jun-2023

Citation Information: Malik, W.U., Amjad, M., Mirza, H.U. (2023). A systematic review on assessing the impacts of strategic decisions with sustainability to support sustainable development goals 2030. *Academy of Strategic Management Journal, 22*(S5), 1-18.