



The Influence of Behavioral Finance on Strategic Policy Decisions in a Textile Corporation in Beijing, China

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Abstract: China's stance as a frontrunner in the global textile market brings the corporations in Beijing into the limelight, placing them at the forefront of the industry's battle against a myriad of challenges, including market volatility, fluctuating consumer preferences, and heightened competitive pressures. As such, understanding the behavioral finance paradigms that govern the strategic policy decisions within a textile corporation in Beijing is not just an academic pursuit but a necessity for sustainable growth and market leadership. In this context, this study delves deep into the influence of behavioral finance on strategic policy decisions in a textile corporation located in Beijing, China. Drawing upon theories from behavioral finance such as mental accounting, herding, and overconfidence, among others, the research seeks to understand how these aspects mold policy decisions, potentially steering corporations towards a trajectory of sustainable growth. Furthermore, it aims to delineate the extent to which behavioral patterns and heuristics affect the judgment and choices of policy-makers, thereby influencing the corporation's broader strategic blueprint.

Keywords: Behavioral Finance ,Strategic Policy Decisions ,Textile Industry ,Market Leadership ,Sustainable Growth

1.1.Introduction

In a rapidly globalizing world, where markets are interlinked more than ever before, the decisions taken by corporations significantly steer the course and shape the economies worldwide. The textile industry, being one of the pillars of manufacturing and commerce, plays a pivotal role in this complex interplay. Located at the heart of China's pulsating economic landscape, the textile corporations in Beijing are substantial entities, maneuvering a substantial share of the market dynamics, both locally and globally.

The overarching concept that guides corporate decision-making strategies revolves around the dynamics of behavioral finance. This emerging field explores how individual and group behaviors, as well as psychological factors, affect economic and financial decisions. The emphasis on understanding the often-irrational human behavior is seen as a bridge to formulating strategies that are grounded, not just on quantitative data and logical analyses but on a nuanced understanding of human behavior.

This endeavor is pivotal, as it tends to unravel in quantitative aspects the strategic policy decisions and the underlying behavioral underpinnings that often go unnoticed. It throws light on the intricate weave of finance and human behavior, unthreading the complexities that guide policy directives in a corporation, thereby providing a roadmap for corporations to harness the potential of behavioral finance in sculpting policies that are resilient, adaptive, and grounded on a deep understanding of market and human behavior dynamics.

2.Literature Review

Strategic Policy Decisions

In recent years, the subject of policy decisions has earned a central place in academic research, unearthing a realm of intricacies encompassing various fields such as corporate strategy, government initiatives, technology's role, and the impact of media on policy dynamics. In an attempt to synthesize the conceptual constructs encapsulated in these articles, we delve into various themes including strategic behavior influenced by counterfactual explanations, financial analysis in renewable energy sector investments, and the pivotal role of big data in modern policy cycle, among others.

Tsirsis and Gomez-Rodriguez (2020) anchor on the imperative need for counterfactual explanations in policy decisions, bringing to fore the NP-hard problem of finding the optimal set of counterfactual explanations in a strategic setting. They underline the propensity of individuals to strategically use these explanations to their advantage, highlighting the necessity for policies that remain optimal in terms of utility, yet secure against potential manipulations.

Further, Cucchiella et al. (2015) approach policy decisions from a financial standpoint, emphasizing the strategic selection of an energy portfolio through Net Present Value (NPV) methodology in the renewable energy sector. Their discourse underscores the role government incentives play in steering financial results and bringing socio-economic policy considerations to the foreground, albeit with an eye on the environmental impact, painting a comprehensive picture of the decision-making landscape in renewable energy investments.

The infusion of ICT and Big Data in policy decision-making cycles offers a renewed perspective, as discussed by Höchtl et al. (2016). Here, the classic policy cycle metamorphoses to assimilate modern technological advancements, portraying



a symbiotic relationship between e-governance and public administration theories, thus opening avenues for evidence-based policy decisions, a sentiment echoed by Sivarajah et al. (2016) as well.

Knill et al. (2019) and Feldman et al. (2021) articulate the repercussions of media partisanship and politically motivated corporate decisions, respectively. The former explores how Republican-leaning managers were swayed by the optimistic outlook portrayed by Fox News, underscoring media's profound influence in shaping corporate strategies. Feldman et al., on the other hand, delve into the dynamics of political promotions influencing corporate strategies, revealing a cyclicity in corporate decision-making synchronized with political cycles.

Mazzolini's works from 1979 offer a vivid elucidation on the international strategies and policy decisions of government-controlled enterprises, while Tsourapas (2019) paints a critical picture of how the Syrian refugee crisis shaped the foreign policy decision-making of host states, hinting at a broader geopolitical canvas influenced heavily by forced migrations.

In conclusion, policy decisions emerge as a multifaceted construct with deep-seated roots in strategic behavior, financial landscapes, technology, and media narratives. Whether it is navigating the complex terrain of counterfactual explanations or steering investments strategically in the renewable energy sector, the constructs unearth a dynamic interaction between individual strategic behavior and broader societal and environmental contexts. Furthermore, the synthesis emphasizes a transformation in policy cycles, ever-evolving with technological advancements, and underscores the cyclical interplay between media narratives, corporate strategies, and political landscapes. It unearths a rich tapestry of policy decisions woven with threads of international dynamics and crisis management, presenting a comprehensive view into the complex world of policy decisions in contemporary society. It underscores the necessity for a vigilant, adaptive, and informed approach to policy decision-making, navigating through a world brimming with multifaceted influences and ever-changing dynamics.

3. Methodology:

Research Design

The researcher will employ a quantitative comparative correlational research design to delve deep into the nuanced intricacies of behavioral finance and its consequential influence on strategic policy decisions in a selected textile corporation in Beijing, China. This design is pivotal in facilitating a robust and systematic examination of the relationships between different variables, thereby painting a comprehensive picture of the corporate landscape under investigation.

Employing a quantitative approach will allow us to systematically collect data through structured questionnaires, fostering the acquisition of precise, numerical data which can be analyzed to ascertain patterns and relationships. By adhering to this design, we anticipate fostering a platform where we can transform subjective experiences into objective data, which in turn aids in the unearthing of significant correlations that might exist between behavioral finance insights and strategic policy decisions.

The comparative aspect of this design will be instrumental in contrasting various respondent groups based on a set of predetermined categories, such as age, sex, and position, providing a deep well of insight into the diverse perspectives and responses based on these demographic variations.

Further, the choice of a correlational research design stands justified as it aims to identify and analyze the relationships between behavioral finance variables, such as investor psychology, cognitive biases, and emotional factors, and strategic policy decision variables like policy formulation and implementation.

Thus, adopting a quantitative comparative correlational research design emerges as a rational choice, promising a structured, data-driven analysis that can unearth correlations, offering potentially groundbreaking insights into the operational and strategic paradigms of the textile corporation. The design is slated to pave the way for a detailed, data-backed narrative, elucidating the intricate weave of behavioral finance in the strategic policy tapestry of the corporation, ultimately facilitating informed, foresightful strategic policymaking in the textile sector.

Locale of the Study

In adherence to strict confidentiality protocols and to ensure the privacy and security of the involved corporation, the specific locale of the study cannot be disclosed at this juncture. However, it is pertinent to mention that the study will unfold in a well-established textile corporation based in Beijing, China, a city that stands as a pulsating hub of corporate dynamism and economic activity, fostering a rich ground for such a detailed exploration of behavioral finance in the corporate realm.

Participants of the Study

The participants will be purposefully selected from among the employees of the undisclosed textile corporation in Beijing, China. The selection process will be meticulous, predicated on a set of criteria designed to procure a participant group with varied experiences and perspectives that will enrich the study's depth and breadth of insights.

The chosen criteria for selection will potentially encompass elements such as a range of different hierarchical levels within the corporation, varying lengths of service to ensure a blend of fresh and experienced viewpoints, and diverse roles to encapsulate a comprehensive view of the organization's functioning from multiple angles. It will be pivotal to include individuals who have substantial involvement in the decision-making processes and strategic policies of the corporation to garner firsthand insights into the realms of behavioral finance and strategic policy decisions.

Instrument

A researcher-made questionnaire will be used as the primary instrument to gather data from the selected participants. The questionnaire will be devised to scrutinize and explore the influence of behavioral finance on strategic policy decisions at the textile corporation in Beijing, China. The instrument will be organized into several sections aligning with the research questions laid out for the study.

The first part of the questionnaire will be designed to gather data on the respondents' profile, including their sex, age, and the position they hold in the corporation.

Following this, the second section will be focused on understanding the extent of application of behavioral finance insights within the corporation, evaluating constructs such as investor psychology, cognitive biases, emotional factors, and financial literacy. The questions will be framed to draw responses that accurately reflect the employees' understanding and interpretation of the aforesaid constructs in their workplace.

The third section will concentrate on the assessment of strategic policy decisions, encompassing areas such as policy formulation, implementation, impact, and regulations associated with compliance. This section aims to gauge how policies are crafted and implemented, and the kind of impacts they have on the corporation, guided by principles of behavioral finance.

Table 1 Profile of Respondents

Variable	Category	Frequency	Percentage
Sex	Male	167	59.6%
	Female	113	40.4%
Age	20-29	70	25.0%
	30-39	76	27.1%
	40-49	70	25.0%
	50-59	64	22.9%
Position	Executive	86	30.7%
	Managerial	55	19.6%
	Supervisory	100	35.7%
	Staff	39	13.9%

The profile of the respondents in this study reveals a diverse demographic distribution across various variables such as sex, age, and job position. The sex distribution indicates a higher number of male respondents, accounting for 59.6% (167 individuals), while female respondents constitute 40.4% (113 individuals). This suggests a predominance of males in the sample population, which could reflect the gender dynamics within the studied organization or industry.

In terms of age, the respondents are fairly evenly distributed across four age groups. The largest age group is 30-39 years, comprising 27.1% (76 individuals) of the sample. Both the 20-29 and 40-49 age groups represent 25.0% each (70 individuals each), indicating a balanced representation of younger and middle-aged respondents. The 50-59 age group is slightly smaller, making up 22.9% (64 individuals). This distribution suggests that the workforce is relatively evenly spread across different stages of career development, with a slight concentration in the early to mid-career stages.

Table 2. Extent of Application of Behavioral Finance Insights within the Selected Textile Corporation in Terms of Investor Psychology

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. I often observe overconfidence influencing investment decisions at our corporation.	2.68	.837	High Extent
2. Our corporation emphasizes understanding risk and uncertainty in decision-making.	2.62	.838	High Extent
3. There is a tendency to follow herd behavior when making investment decisions in our corporation.	2.65	.797	High Extent
4. The company encourages a balanced view of risk and reward when making	2.73	.806	High Extent

investment decisions.			
5. Our investment decisions are often influenced by recent trends and news.	2.77	.656	High Extent
6. Our corporation fosters an environment where individual decision-making is appreciated and not swayed by majority opinions.	2.79	.650	High Extent
Overall Mean	2.70	.32	High Extent

Legend: 3.51 – 4.00 (Very High Extent); 2.51 – 3.50 (High Extent); 1.51 – 2.50 (Low Extent); 1.0-1.50 (Very Low Extent)

The analysis of the extent of application of behavioral finance insights within the selected textile corporation, particularly in terms of investor psychology, reveals several noteworthy patterns and insights. Overall, the data indicates a high extent of application, with an overall mean of 2.70 and a standard deviation of 0.32. This suggests a consistent recognition and integration of behavioral finance principles across the corporation.

the results indicate a strong and consistent application of behavioral finance insights within the selected textile corporation. The high extent of application across all indicators reflects a well-rounded approach to integrating psychological factors into investment decision-making processes. The corporation's balanced emphasis on individual decision-making, risk understanding, and responsiveness to trends positions it well to navigate the complexities of investor psychology and enhance its strategic financial decisions.

Table 3. Extent of Application of Behavioral Finance Insights within the Selected Textile Corporation in Terms of cognitive biases

Indicator	Weighted Mean	Standard Deviation	Interpretation
1. Our corporation's strategies often exhibit loss aversion tendencies.	2.93	.705	High Extent
2. Decisions at our corporation sometimes showcase anchoring on historical data.	3.07	.710	High Extent
3. Stereotypes and representativeness frequently shape our financial forecasting.	3.06	.589	High Extent
4. Our corporation actively works to reduce biases in investment decision-making.	2.87	.681	High Extent
5. The investment strategies at our corporation are often influenced by availability bias.	2.88	.725	High Extent
6. Our decision-makers are aware of the common cognitive biases and work to mitigate them in their strategies.	2.85	.694	High Extent
Overall Mean	2.94	.33	High Extent

Legend: 3.51 – 4.00 (Very High Extent); 2.51 – 3.50 (High Extent); 1.51 – 2.50 (Low Extent); 1.0-1.50 (Very Low Extent)

The analysis of the extent of application of behavioral finance insights within the selected textile corporation in terms of cognitive biases reveals a consistent recognition and integration of these insights, with an overall mean of 2.94 and a standard deviation of 0.33, indicating a high extent of application. This suggests that the corporation is significantly aware of and actively addresses cognitive biases in its financial decision-making processes.

In summary, the findings indicate that the selected textile corporation demonstrates a high extent of application of behavioral finance insights related to cognitive biases. The consistent recognition and proactive efforts to address these biases reflect a sophisticated understanding of their impact on financial decision-making. This comprehensive approach positions the corporation to make more informed and balanced investment decisions, mitigating the risks associated with cognitive biases.

4. Results and Discussion

Summary

1. The demographic profile of respondents in this study showcases a diverse range of characteristics, providing a comprehensive view of the sampled population within the selected textile corporation. The gender distribution is somewhat balanced but leans towards a higher representation of males, who account for 59.6% of the respondents, compared to 40.4% for females. This distribution highlights a potential male predominance in the workforce or the sample itself.

In terms of age, the respondents are fairly evenly distributed across four age groups, reflecting a wide range of career stages. The largest age group is 30-39 years, comprising 27.1% of the sample, followed closely by both the 20-29 and 40-49 age groups, each representing 25.0%. The 50-59 age group is slightly smaller, making up 22.9% of the respondents. This distribution suggests a balanced representation of both younger and more experienced individuals within the organization.

The respondents' job positions vary significantly, indicating a diverse organizational structure. The largest group includes those in supervisory roles, accounting for 35.7% of the sample, while executives represent 30.7%. Managerial positions make up 19.6%, and staff positions are the least represented at 13.9%. This distribution emphasizes a substantial presence of leadership and supervisory roles, suggesting that the sample includes a significant number of individuals with decision-making authority.

Overall, the demographic profile of the respondents indicates a well-rounded representation across gender, age, and job positions. This diversity is critical for ensuring the reliability and applicability of the study's findings, as it reflects the varied perspectives and experiences within the selected textile corporation. The balanced distribution across different demographic categories enhances the generalizability of the results and provides a solid foundation for analyzing the strategic policy decisions within the organization.

2. The assessment of behavioral finance insights within the selected textile corporation covers several key areas: investor psychology, cognitive biases, emotional factors, and financial literacy. Overall, the findings highlight varying degrees of awareness and integration of these insights into the corporation's strategic policy decisions.

Investor Psychology: The corporation demonstrates a high extent of application of investor psychology principles, with mean scores consistently indicating a strategic approach. This includes recognizing overconfidence, herd behavior, and the influence of recent trends and news on investment decisions. However, the correlation analysis shows no significant impact of investor psychology on strategic policy decisions, suggesting that these factors are recognized but do not directly influence the corporation's strategic actions.

Cognitive Biases: The corporation also shows a high extent of application of cognitive biases insights, such as loss aversion, anchoring, and representativeness. The significant negative correlation between cognitive biases and policy formulation indicates that higher levels of cognitive biases may impair the effectiveness of policy formulation. However, no significant correlations are found between cognitive biases and policy implementation, impact, or compliance and regulation.

Emotional Factors: The integration of emotional factors into strategic decision-making is evident, with high ratings for managing regret, fear, and the influence of decision-makers' moods. Despite this, the correlation analysis indicates no significant impact of emotional factors on policy formulation, implementation, impact, or compliance and regulation. This suggests that while emotional factors are considered, they do not significantly affect strategic policy decisions.

Financial Literacy: The corporation emphasizes the importance of financial literacy, with strategic ratings for understanding economic concepts, interpreting financial statements, and continuous learning. However, the correlation analysis reveals no significant relationship between financial literacy and strategic policy decisions. This indicates that financial literacy levels among employees do not significantly influence the strategic decisions made within the corporation.

Overall Correlation: When examining the overall relationship between behavioral finance and strategic policy decisions, no significant correlation is found. This suggests that while the corporation recognizes and applies behavioral finance principles, these do not have a decisive impact on its strategic policy decisions. The strategic decisions are likely influenced by a broader set of factors beyond behavioral finance.

3. The analysis of differences in the application of behavioral finance insights within the selected textile corporation reveals significant variations based on sex, age, and job position.

Differences by Sex: The examination of differences in behavioral finance insights between male and female respondents shows no significant differences across most dimensions. Both sexes perceive the application of investor psychology, cognitive biases, emotional factors, and financial literacy similarly. The only notable difference is in the perceived policy impact, where female respondents view the impact of policies more positively than male respondents. This suggests that gender does not play a significant role in how behavioral finance insights are integrated into the corporation's strategic decisions, except for slight variations in policy impact perceptions.

Differences by Age: When grouped by age, respondents show no significant differences in their assessment of policy formulation, implementation, impact, and compliance and regulation. However, there is a significant difference in the overall assessment of strategic policy decisions, with younger respondents (20-29 years) rating the strategic policies more favorably compared to older respondents (50-59 years). This indicates that while specific areas do not show significant age-related differences, younger employees generally perceive the corporation's strategic policy decisions more positively.

Differences by Job Position: The analysis by job position reveals significant differences in certain areas. Managerial positions perceive policy formulation more favorably compared to other positions, indicating their closer involvement in strategic planning and policy development. Similarly, Supervisory roles have a more positive perception of policy impact compared to Executives and Managerial positions, likely due to their closer observation of policy effects on operational levels. No significant differences are found in the assessment of policy implementation, compliance and regulation, and the overall strategic policy decisions when grouped by job position. This suggests that the differences in perceptions are more pronounced in specific areas such as policy formulation and impact, reflecting the varying responsibilities and perspectives of different job roles within the corporation.

4. The assessment of strategic policy decisions within the selected textile corporation covers several critical areas: policy formulation, policy implementation, policy impact, and compliance and regulation. The findings provide a comprehensive understanding of how these strategic policies are perceived and implemented within the organization.

Policy Formulation: The corporation demonstrates a strategic approach to policy formulation, with mean scores indicating that policies are clear, consistent, and well-aligned with the corporation's goals and vision. Stakeholder involvement is actively pursued, and there is a commitment to reviewing and revising policies to remain relevant and effective. The transparency and inclusiveness of the policy formulation process are also noted, reflecting a strong foundation for developing effective strategic policies.

Policy Implementation: Policy implementation within the corporation is rated as strategic, with effective and smooth processes in place. Robust mechanisms for monitoring and feedback are present, ensuring that resources are well-aligned with policy objectives. Employees are well-informed about the policies and their roles in implementation, contributing to a collaborative and agile approach. The corporation's ability to adapt quickly to changing circumstances and the culture of teamwork during implementation are particularly highlighted.

Policy Impact: The strategic assessment of policy impact shows that the corporation regularly evaluates the economic, social, and environmental effects of its policies. There is an emphasis on fostering innovation and growth, although this area shows room for improvement. The positive impact on brand and reputation and the mechanisms for measuring and analyzing policy impact indicate a strategic focus on understanding and enhancing the outcomes of corporate policies.

Compliance and Regulation: The corporation's approach to compliance and regulation is also strategic, with strict adherence to national and international regulations. Well-defined policies for managing corporate governance and ethical conduct are in place, along with a commitment to transparency in compliance reports. The corporation regularly updates its policies to stay compliant with the latest regulations and prioritizes ethical considerations in its operations. A designated team oversees compliance and regulatory adherence, ensuring that these standards are consistently met.

5. The assessment of strategic policy decisions within the selected textile corporation reveals significant differences based on respondents' sex, age, and job position. These differences provide insights into how various demographic and organizational groups perceive the corporation's strategic approaches.

Differences by Sex: When comparing the assessments of strategic policy decisions between male and female respondents, no significant differences are found in policy formulation, implementation, or compliance and regulation. However, there is a significant difference in the perceived policy impact, with female respondents viewing the impact of policies more positively than male respondents. This suggests that while both sexes generally agree on most aspects of strategic policy decisions, women tend to have a more favorable view of the outcomes and effects of these policies.

Differences by Age: The analysis of differences by age groups shows no significant variations in the assessment of policy formulation, implementation, impact, or compliance and regulation when considered individually. However, there is a significant difference in the overall assessment of strategic policy decisions. Younger respondents (20-29 years) rate the strategic policies more favorably compared to older respondents (50-59 years). This indicates that younger employees have a more positive perception of the corporation's strategic policies, possibly reflecting generational differences in expectations and experiences within the organization.

For investor psychology, the Pearson correlation analysis demonstrates no significant correlations with any strategic policy decisions. The correlation coefficients for policy formulation, implementation, impact, and compliance and regulation are all insignificant, suggesting that variations in investor psychology do not significantly influence the strategic policy decisions within the corporation. This indicates that while investor psychology might be relevant in other contexts, it does not play a decisive role in shaping the strategic policies of this organization.

The findings for cognitive biases are more nuanced. There is a significant negative correlation between cognitive biases and policy formulation, with a Pearson correlation coefficient of -0.123 and a significance level of $.039$. This suggests that higher levels of cognitive biases are associated with less effective policy formulation. However, no significant correlations are found between cognitive biases and policy implementation, impact, or compliance and regulation, indicating that cognitive biases specifically affect the initial stages of policy development but not the subsequent stages of implementation or compliance.

In summary, the overall examination of the relationship between behavioral finance and strategic policy decisions within the selected textile corporation reveals a largely non-significant impact. With the exception of the negative correlation between cognitive biases and policy formulation, the behavioral finance factors studied do not significantly influence the corporation's strategic policy decisions. This suggests that other factors, perhaps organizational structure, culture, or external market conditions, may play a more crucial role in shaping these strategic policies.

Conclusion

1. The demographic profile of respondents in this study showcases a diverse range of characteristics, providing a comprehensive view of the sampled population within the selected textile corporation. The gender distribution leans towards a higher representation of males, who account for 59.6% of the respondents, compared to 40.4% for females. In terms of age, the respondents are fairly evenly distributed across four age groups, reflecting a wide range of career stages. The largest age group is 30-39 years, comprising 27.1% of the sample. The job positions of the respondents vary significantly, indicating a diverse organizational structure, with a substantial presence of leadership and supervisory roles.

2. The assessment of behavioral finance insights within the selected textile corporation covers several key areas: investor psychology, cognitive biases, emotional factors, and financial literacy. Overall, the findings highlight varying degrees of awareness and integration of these insights into the corporation's strategic policy decisions. The correlation analysis shows that investor psychology and emotional factors do not significantly impact strategic policy decisions. However, cognitive biases show a significant negative correlation with policy formulation, suggesting higher levels of cognitive biases may impair the effectiveness of policy formulation.

3. The analysis reveals significant variations based on sex, age, and job position. Differences by sex show that both male and female respondents perceive the application of behavioral finance insights similarly, with the exception of policy impact, where females view the impact more positively. Differences by age indicate that younger employees (20-29 years) generally perceive the corporation's strategic policy decisions more favorably compared to older employees (50-59 years). Differences by job position reveal that managerial roles view policy formulation more favorably, while supervisory roles have a more positive perception of policy impact.

4. The assessment of strategic policy decisions within the selected textile corporation provides a comprehensive understanding of how these policies are perceived and implemented. Policy formulation is viewed as strategic, with clear and consistent approaches aligned with the corporation's goals and vision. Policy implementation is effective and smooth, with robust mechanisms for monitoring and feedback. The strategic assessment of policy impact shows regular evaluations of economic, social, and environmental effects. Compliance and regulation are also handled strategically, with strict adherence to national and international regulations.

5. Significant differences are found in the assessment of strategic policy decisions based on sex, age, and job position. While there are no significant differences in policy formulation, implementation, or compliance and regulation by sex, females perceive policy impact more positively. Differences by age show that younger respondents rate strategic policies more favorably. Differences by job position reveal that managerial positions rate policy formulation more favorably, and supervisory roles perceive policy impact more positively, reflecting their direct observation of policy effects.

The overall correlation analysis between behavioral finance insights and strategic policy decisions reveals no significant relationships in most areas. Investor psychology, emotional factors, and financial literacy do not significantly influence strategic policy decisions. The exception is cognitive biases, which show a significant negative correlation with policy formulation. This suggests that other factors, such as organizational structure, culture, or external market conditions, may play a more crucial role in shaping strategic policies within the corporation.

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