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The effect of the dimensions of strategic change on organizational performance level

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Abstract:

This study examines the nature of the impact of strategic change with its dimensions (business process reengineering, business restructuring, business innovation), and organizational performance with its dimensions (financial performance, Customer satisfaction, Learning and growth) and this study applied in (51) managers, they are (department managers, division managers, and unit managers). The questionnaire was used as a main tool for collecting data and statistical tools to extract, test and analyse results. Based on the findings of the research, a number of recommendations were made, The most important of these was the need for the management's attention in the factory to take the dimensions of strategic change in a better manner, as well as assigning a unit in the factory concerned with the management of strategic change and diagnosing the size of the imbalance and nature of the required strategic change.

Introduction

Today, the organizations are undergoing economic, social and organizational changes resulting from the challenges of globalization, the opening up of markets and the challenges of technological and information development, which have caused great effects in the industrial

companies. All these companies seek to rebalance their business, economy and position in the market. So the research variables contributed to the investigation of the mechanisms of building and making strategic change as a more mature and modern tool in managing the process of change and it has the ability to understand what is the development of organizational performance and determine its paths and differentiation between them. To move the organization from a certain reality to a better reality, thus improving the performance of the organization, so this research came to highlight the nature of the impact of strategic change and how to lead to the development of the performance of organizations.

Methodology of research

First: Problem of research

As a result of the urgent need highlighted by the various studies in developing organizations' performance and transferring them to better competitive regions, as the plastic carpet factory suffers from the stability of performance for successive periods and the absence of a noticeable development in it. so The research highlights the extent of knowledge of specifically Iraqi managers the role of strategic change in the process of development of organizational performance. The image of the research is clearly evident through the following questions:

1. What are the most important conceptual trends of the research variables?
2. What is the level of interest in research variables according to the view of factory managers?
3. What is the level of impact of the strategic change in developing organizational performance according to the view of factory managers?

Second, Importance of research

The importance of research stems from the importance of the variables investigated, especially in the subject of strategic change, which has a major role in the development of organizations and converting them to a better state than in the past. The importance of the research can be explained by two aspects: Theoretical side, by presenting a conceptual framework for strategic change and its contribution to the development Organizational performance, and the most prominent findings of the researcher and his presentation in this area through a number of important axes to ensure this research. On the practical side, the research is of great importance to the Iraqi environment, especially in the plastic carpet factory, as a guide for managers in terms of how to define options to develop organizational performance and enhance its role within the factory.

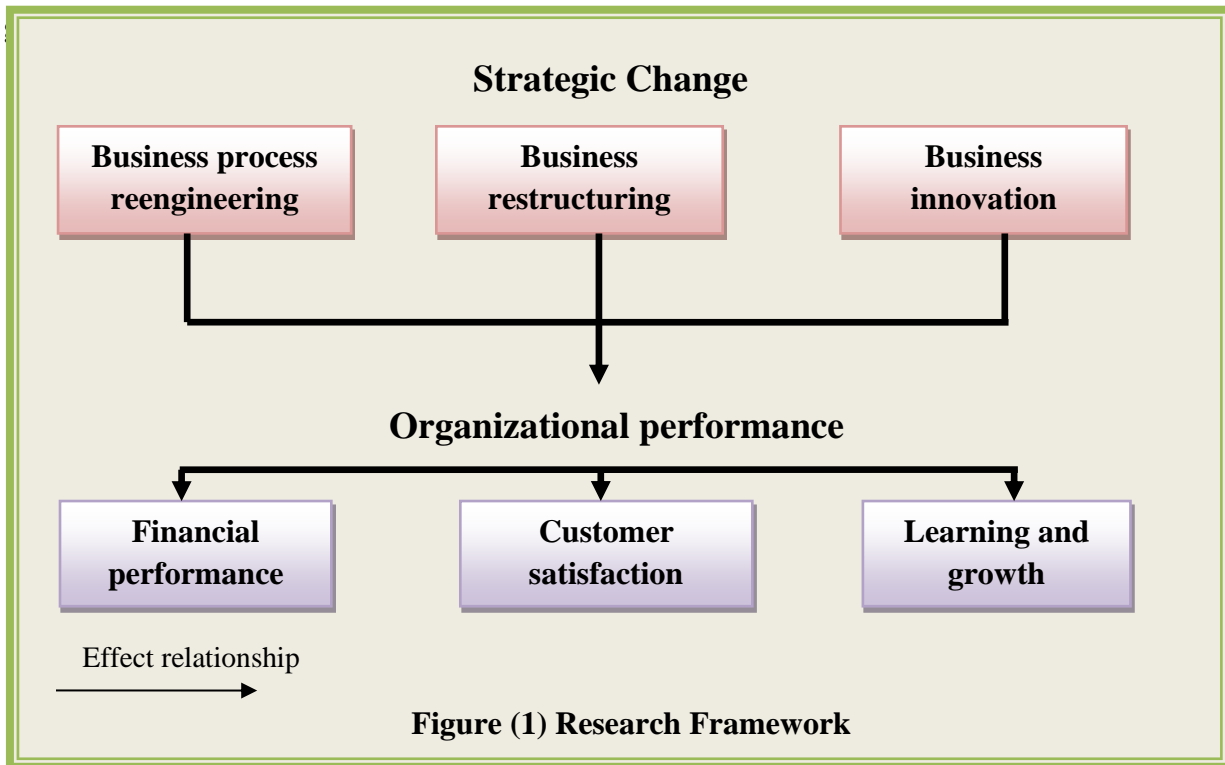
Third: Research objectives

The research aims to a number of objectives:

1. Clarifying strategic change and organizational performance by providing an in - depth theoretical framework.
2. Identifying the management awareness to the strategic change and organizational performance in the factory being investigated.
3. Determine the nature of the impact of strategic change in organizational performance.

Fourth: Research framework

The research framework clarifies the course of the influence relationships that start from the independent variable (strategic change) towards the dependent variable (organizational performance), on the basis of which the research hypotheses are placed, as shown in Figure (1).



Fifth: Research hypothesis

The main hypothesis: There is a significant effect for strategic change in organizational performance. and derived from this hypothesis the following sub- hypotheses:

1. There is a significant effect for the Business process reengineering on the organizational performance.
2. There is a significant impact for the Business restructuring on the organizational performance.
3. There is a significant impact for Business innovation on the organizational performance.

Sixth: Population and sample research

To achieve the research objectives, the researchers studied the managers opinions of the plastic carpet factory in Thi-Qar Governorate. It included the managers opinions of the departments, divisions, and units in the aforementioned factory, as they were (51) managers.

Six: Research tools and methods

This research was based on the Analytical style of the data collected about a specific phenomenon to be classified and analysed and to explore the relations between its dimensions and draw conclusions from them. The search tools are the printed and electronic sources, in addition the questionnaire, that content (Likert) scale with 5 levels. Also that the research measurement tool is characterized by high validity and stability which indicates high stability of the questionnaire. Were also used regression coefficients, as these statistical tools were applied by SPSS, V.23.

Theoretical framework of this study

Strategic Change

First: Concept of strategic change

Strategic change is one of the most important issues in organizations, especially in the twenty-first century, and this is important by occupying the forefront of many research and management studies. (Tushman&Romanelli 1985: 114) affirms that strategic change is the set of changes or modifications that The Organization's strategic direction, which includes changes in the strategy itself, structure and other changes necessary for the Organization to have a solid strategy to cope with the environmental changes it faces. (Goes&Meyer,1991: 195) believe that strategic change is the process of changing things in line with the future aspirations of the organization. (Milliken&Bantra,1992:140) confirm that the set of typical changes occurring in the same strategy regardless of the results of the organizational design inherent in these changes. (Macmillan&Tampoe,2000:190) asserts that it is a process that involves the restructuring of mechanisms to implement the strategy, taking into account the preservation and stimulation of individuals' morale. (Robbins&Couler, 2004:203) affirms that strategic change is any change that takes place in organizations in terms of their environment, structure, techniques or individuals.

(Mantere et al., 2016:5) emphasizes that strategic change is either a redefinition of the organization's mission or a major shift in priorities, which is to restructure strategic intent to include objectives and reorientation. Therefore, it is possible to say that strategic change is a method or method in which organizational and strategic transformation is achieved in order to achieve predefined goals. Performance at the organizational level is better.

Second: Importance of strategic change

(Roese&Sikström,2014:3) believes that the importance of strategic change is reflected in the organization's long-term process of forming new ideas and innovations. According to (Korbi, 2015:3), the success of an organization is the result of its ability to manage and make strategic change, and thus it leaves the positive impact on the organization. Strategic change is not an end in itself; it is a means to a better future. This is the best way to discover the organization again. It helps to increase the depth of experience for managers and consultants within the organization and thus to achieve greater growth and a better mechanism for the development of expertise (Heracleous, 2013:102). (Roese&Sikström,2016:3) argues that the importance of strategic change lies in the transition from a familiar, familiar and obvious situation to another, somewhat blurry situation, which is addressed through continual improvement and increasing innovation.

Third: Dimensions of strategic change.

Given the compatibility of researchers (Kiden et al.,2009:114), (Hill & Jones, 2011:484), and (Al-Kubaisi& Ahmed,2017:10) in using the dimensions of strategic change, are (Business process reengineering, Business restructuring, and Business innovation), we have adopted the mentioned dimensions, and we have also used the scale attributable to the study (Al-Kubaisi and Ahmed, 2017: 10). These dimensions can be explained in some detail:

- 1. Business process reengineering:** The Business Process Reengineering (BPR) is a tool to make a business process efficient in time and cost (Hussein et al., 2014:137); (Essam & Mansar, 2012:25). It is the only one (consistent) tool (if applied properly and carefully) will produce ground breaking result was said by (Weerakkody et al., 2011:324); (Goksoy et al., 2012:94). Typical BPR highlights “process innovation”. This identifies processes to be redesigned at first and then, through brainstorming, prototypes of the processes are built. To make BPR more effective, it is necessary to manage and analyze the business system in perspective of all tasks and processes (Freedman, 2013:140).
- 2. Business restructuring:** Is an actions taken by a company to significantly modify the financial and operational aspects of the company, usually when the business is facing financial pressures. Restructuring is a type of corporate action taken that involves significantly modifying the debt, operations or structure of a company as a way of limiting financial harm and improving the business (Szymczyk,2017:2).When a company is having trouble making payments on its debt, it will often consolidate and adjust the terms of the debt in a debt restructuring, creating a way to pay off bondholders. A company

restructures its operations or structure by cutting costs, such as payroll, or reducing its size through the sale of assets (Balogun,2012:54).

3. **Business innovation:** is the most effective way of generating added value using existing values. This definition is an important definition that will guide the operations of businesses. is a word that affects people and evokes extraordinary.It refers to the first and the new one. is the ability to create new ideas, is used synonymously with words such as invention, discovery, invention. So we can define creativity as being able to do or do something new (Sipahi,2017:428).

Organizational Performance

First: Concept of organizational performance

The main objective of the organization, especially the profit organizations, is to increase its sales and profits and thus create a distinguished position through its competitive position in the market. To achieve this, the organizations go towards increasing efficiency in organizational performance. This is achieved by improving the performance of employees (Selamat&Babatunde,2014:35). (Armstrong, 2006) defines organizational performance as a flexible and continuous process involving those managers who act as partners within a framework that defines how it can be a successful work in which to achieve the desired results. (Agha et al.,2012:195) confirms that organizational performance is the end result of the actual activities of the strategic management process. Organizational performance is therefore the key determinant of long-term growth and survival. Good performing organizations will be successful, while poorly performing ones will have to get out of business in the face of current imperatives (Olusola & Akinlulu, 2012:242). (Rahim&Malik,2010:191) that organizational performance is the most comprehensive indicator of the effectiveness of the organization, it measures its goals of survival, adaptation and growth, and the most important goal is to improve the performance of the individual because it ultimately contributes to improving organizational performance. Organizational performance is a multi-faceted concept, and as such, we distinguish between two organizational performance indicators, operational outcomes such as productivity and quality, and financial outcomes such as return on invested capital and return on equity (Altunta, et al., 2014:305). Therefore, we can say that the organizational performance is the final result that the organization reaches in light of its resources and capabilities.

Second: Importance of organizational performance.

Organizational performance is the main center for assessing the success or failure of organizations in their decisions. It is one of the important methods by which the organization is able to identify and evaluate its various internal activities, determine its strengths and weaknesses, and evaluate its performance in comparison with the performance of other competing organizations that perform similar or similar activities in the same industry (Brown&Laverich,1994:89). The importance of organizational performance can be determined

by comparing organizations and judging strategies and structures and achieving the objectives of performance outcomes. (Cokins 2003:2) sees the importance of organizational performance in translating plans into outcomes and helping managers respond quickly to unexpected and effective changes. He adds that organizational performance can be seen as knowledge by asking how the organization works in general. It represents a comprehensive phenomenon of all branches of knowledge and fields because it reflects the performance and credibility of the workers. Finally, (Lance,2001:17) noted that the importance of organizational performance is reflected in the following:

1. Make staff and teams able to understand the organization's goals.
2. Performance planning leads to the development of the company's ability and lead to a high level of performance
3. To clarify the process of evaluating the performance and expected work standards of employees and behavioral values.

Third: Dimensions of organizational performance

The researchers differed in determining the organizational performance dimensions in the organization, as this difference is due to the nature of the environment in which the organization operates and its strategies and goals (Liu&Fu,2011:110), But most researchers emphasize the use of financial and non-financial indicators because they are at the core of the organization's performance, regardless of the size of the organization and the scope of its activities (Al-Zubaidi,2010:98). So we used the scale attributable to the study (Faisal,2017:272) and these dimensions can be explained in some detail:

- 1. Financial performance:** Financial performance is one of the most important axes in the organization's performance because it is the final outcome of the organization's activities and what may result from its internal performance represented by its various operations. It is also a measure of the organization's success and the extent of its ability to achieve its goals. Financial performance has various roles in explaining the organization's role at the competitive level and how it can confront competitors. The important point is that the institution can measure the performance achieved in achieving its internal goals, and although there are many tools in measuring financial performance, such as the Oracle Index, other tools such as, the balanced performance card have adopted financial and non-financial indicators, which is considered an essential element in measuring Organization performance (Al-Hassan, 2014: 54) It is also important in measuring financial performance to get to know the market share, introduce a new product, the quality of the product, and the organization's effectiveness in the market (Faisal,2017:266).

2. **Customer satisfaction:** The customer's satisfaction is achieved when the organization's outputs equal its expectations (Barnes et al., 2010: 275) showed that when the organization's customers feel dissatisfied, this means that their outputs are less than their expectations, and if the opposite is true, then the opposite is true. Its output falls within the limits of those expectations, but if the organization's output exceeds their expectations, they will feel delighted, as one of the most important things that achieve that joy is the fulfillment by the organizations of their obligations towards their customers, the provision of various additional services, as well as their participation in the design and production of products, and this is done by conducting Surveys, to learn about their various future needs (Schreurs & Meingast, 2015: 9).
3. **Learning and growth:** The learning and growth perspective focuses on the organizations' infrastructure, as it needs the working individuals, systems and other facilities represented in the machinery and equipment needed to accomplish the goals. Outside the perspective of learning and growth, organizations cannot survive in the competitive environment, and the organization can achieve success through training employees, introducing technological and information systems, and facilitating access to achieving customer desires and owners' goals (Mohammed,2011:38).

Practical framework of research.

Test hypothesis:

The main hypothesis: There is a significant effect for strategic change in organizational performance.

Through the results shown in Table (1), we find that there is a significant effect of strategic change in organizational performance, based on the values of (F) and (P-value), we have found that the calculated value of (F) is greater than the tabular, in addition to the value of (P-value) within the realm of acceptance ($P < 0.05$), therefore the change by one unit in the independent variable (strategic change) leads to a change of (.714) in the dependent variable (organizational performance), and that the independent variable explains (51 %) of the changes in the dependent variable.

Table (1) results of strategic change analysis

Strategic change				
F. cal.	P	R ²	a	β
39.591	.000	.510	.923	.714

Sub-hypotheses:

1. There is a significant effect for the Business process reengineering on the organizational performance.

Through the results shown in Table (2), we find that there is a significant effect of Business process reengineering in organizational performance, based on the values of (F) and (P-value), we have found that the calculated value of (F) is greater than the tabular, in addition to that The value of (P-value) within the acceptance space ($P < 0.05$), and therefore the change by one unit in the independent sub variable (Business process reengineering), leads to a change of (.534) in the dependent variable (organizational performance), and that the sub variable the independent explains (28.5%) of the changes in the dependent variable.

Table (2) results of Business process reengineering analysis

Business process reengineering				
F. cal.	P	R²	a	β
15.143	.000	.285	.535	.534

2. There is a significant impact for the Business restructuring on the organizational performance.

Through the results shown in Table (3), we find that there is a significant effect of Business restructuring in organizational performance, based on the values of (F) and (P-value), we have found that the calculated value of (F) is greater than the tabular, in addition to the value of (P-value) within the realm of acceptance ($P < 0.05$), and therefore the change by one unit in the independent sub variable (Business restructuring) leads to a change of (.475) in the dependent variable (organizational performance), and that the independent sub variable explains (23%) of the changes in the dependent variable.

Table (3) results of Business restructuring analysis

Business restructuring				
F. cal.	P	R²	a	β
11.085	.002	.226	.554	.475

3. There is a significant impact for Business innovation on the organizational performance. Sixth: Population and sample research.

Through the results shown in Table (4) we find that there is a significant effect of Business innovation in organizational performance, based on the values of (F) and (P-value), we have

found that the calculated value of (F) is greater than the tabular, in addition to the value of (P-value) within the realm of acceptance ($P < 0.05$). Therefore, the change by one unit in the independent sub variable (Business innovation) leads to a change of (.496) in the dependent variable (organizational performance), and that the independent sub variable explains (25%) of the changes in the dependent variable.

Table (4) results of Business innovation analysis

Business innovation				
F. cal.	P	R ²	a	β
12.432	.001	.247	.480	.496

Based on the above, we can say that the research hypotheses are acceptable at the macro and micro levels, and this provides total support towards the important and effective role of strategic change in developing organizational performance.

Conclusions:

1. From the results shown in the research, we see that Business process reengineering is a key element in developing organizational performance, due to the activities it provides pushing towards developing the factory results and thus its ability to provide better performance.
2. Through what the results showed, business restructuring appears to have an important impact in the performance development of the factory, as this may be reflected in improving the factory's ability to transfer information between its departments and units better, as well as organizational capabilities in other facilities inside or outside the factory.
3. We have found that the ability of the factory to achieve innovation in its activities and businesses has a direct impact in improving organizational performance, and therefore the factory management must keep pace with the process of developing resources and capabilities in order to achieve a better level of innovation in organizational performance.
4. It seems that Business process reengineering is the most effective dimension in developing the organizational performance of the factory, and this shows us the importance of re-engineering the operations and their reflection on the organizational performance.
5. The results shows factory administration can employ the strategic change process to develop organizational performance, especially in business process reengineering, business process restructuring, and business innovation. Division and division managers can continuously monitor the process of strategic change. It turns out that factory Administration has not been able to influence the development of organizational performance through the restructuring of business operations, since change as required by the factory needs to be a total change and includes radical change processes and not only restructuring.
6. It turns out that the Factory is able to employ the dimensions of strategic change in an integrative manner and it can employ these dimensions combined in the development of organizational performance even more if used separately.

Recommendations:

1. It is important for the factory management to spread awareness with a greater level about the importance of strategic change dimensions, because it has an important role in developing organizational performance, and this can be done through educational seminars and dialogues.
2. Factory management should create a section for change management, as it carries out the required change tasks and the extent of the ability of individuals in the factory to implement that change, as well as the size of the resistance to change undertaken by individuals.
3. The administration must invest the nature of the relationship of influence for strategic change in the process of developing organizational performance, in order to develop business methods and activities, which are reflected in radical changes to promote more creative practices which represent an important resource for achieving competitive advantage.
4. The need to focus by the administration of the factory on the importance of restructuring business processes because it represents quick solutions to some of facilities, and do not lose sight of the importance of them in saving the organization from some cases that may be exposed to it suddenly.
5. Continue to promote the practices of the process of creativity in business and focus efforts towards achieving this creativity more, especially as the largest companies in the world focused on the creative component, which consequently reduce costs and increase the market share of the organization and work to achieve a competitive position good for the factory.
6. It is important for plant management to possess high knowledge capabilities in order to sustain success in managing strategic change for the better.
7. Factory management should not neglect the importance of preserving talented and bright-minded people due to their role in persuading others to change for the better.

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