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Strategic change and its impact on organizational performance field study at the industrial and sanitary accessories manufacturing establishment (BCR) – Sétif

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Abstract---Modern organizations face various strategic challenges in a constantly changing business environment. These challenges necessitate continuous reevaluation of their strategies and management methods. Organizations are often compelled to adopt diverse measures to transform into flexible entities capable of delivering high-quality services at low costs. Given the inconclusive findings of previous studies regarding the relationship between strategic change and organizational performance, this study seeks to address this gap by examining the impact of strategic change on organizational performance within the National Corporation for Manufacturing Industrial and Health Accessories (B.C.R). The aim is to identify the effects of strategic change—categorized as routine, limited, radical, and organizational redirection—on organizational performance. To achieve the research objectives, a questionnaire was designed and distributed to a sample of 32 individuals representing department heads and division leaders. The response rate reached 79% of the research population. The data analysis was conducted using appropriate statistical methods, including mean, standard deviation, coefficient of variation, Spearman's rank correlation (RS), Pearson's correlation, simple regression, and the coefficient of determination (R^2). The study results indicate that organizational performance improves with the increase in strategic change and that effective performance requires comprehensive and purposeful transformation. The study recommends discussing future strategic changes to proactively prepare for shifts in the business environment, enhance adaptability, and improve organizational performance.

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1. Introduction:

In today's world, organizations across various sectors face rapid and continuous changes in both their internal and external environments. These changes present new challenges that necessitate adaptability and flexibility. Consequently, organizations must fully embrace a culture of change to create an improved organizational structure capable of demonstrating ongoing value to their customers, enhancing performance, achieving or maintaining a competitive advantage, and most importantly, successfully adapting to environmental uncertainties to ensure long-term survival.

Organizational change is a vital process that helps organizations confront these challenges and transition toward a more sustainable future. As strategic change is the key to organizational performance, this study aims to explore the correlation between these two variables and measure the impact of strategic change on organizational performance through a case study of the National Corporation for Manufacturing Industrial and Health Accessories (B.C.R).

a) Research Problem

The continuous transformation of the business environment forces organizations to adapt to this dynamic reality by adopting new strategies to tackle emerging challenges. This necessitates activating strategic change processes to bridge the existing gap. However, due to the varying scale of these gaps and their causes, the required level of strategic change differs, resulting in multiple levels of strategic change to achieve the desired adaptation.

Despite this necessity, organizations still exhibit limited application of scientific concepts related to strategic change, leading to a failure to strike the desired balance between their mission, objectives, and customer aspirations. Moreover, this limited application prevents organizations from outperforming their competitors.

This limitation forms the basis of the research problem, which seeks to clarify the extent of applying strategic change at different levels and its impact on organizational performance through the following questions:

1. What is the level of strategic change and organizational performance in the organization under study?
2. What is the nature of the relationship between strategic change at its different levels (routine, limited, radical, and organizational redirection) and organizational performance?
3. Do the levels of strategic change (routine, limited, radical, and organizational redirection) contribute to improving or deteriorating organizational performance?

b) Research Importance

This study explores the relationship between strategic change and organizational performance in modern organizations, emphasizing how organizations' ability to keep pace with technological advancements and meet evolving customer needs through continuous innovation is critical to their survival and sustainability.

Strategic change is no longer an option but a necessity for organizations to thrive in a dynamic business environment. The significance of this research lies in shedding light on the importance of strategic change at its different levels in enhancing performance and increasing organizations' competitiveness, particularly amidst growing challenges.

In essence, this research provides valuable insights into how to achieve effective strategic change and how organizations can leverage it to achieve their objectives and improve performance.

c) Research Objectives

The objectives of the research are as follows:

1. Measure and evaluate the level of strategic change and organizational performance in the organization under study.
2. Determine the nature of the relationship and the impact between the various levels of strategic change (routine, limited, radical, and organizational redirection) and organizational performance.

d) Research Hypotheses

1. First Hypothesis: There is a statistically significant correlation between the levels of strategic change (routine, limited, radical, and organizational redirection) and organizational performance.
2. Second Hypothesis: The levels of strategic change (routine, limited, radical, and organizational redirection) have a significant impact on organizational performance.

e) Research Population and Sample

To investigate the impact of strategic change on organizational performance, the BCR (Manufacturing Corporation for Industrial and Health Accessories) in Setif was selected for this study. The reason for selecting this organization lies in its remarkable development in management and administrative practices, as well as its constant pursuit of leadership and excellence. The research sample included 32 individuals, representing department and division heads within the organization, with a response rate of 79% from the research population.

f) Research Tools and Statistical Measurement Methods

1. Utilizing a wide range of scientific resources addressing the research topic, including books, articles, and theses in both Arabic and foreign languages.
2. Conducting personal interviews during field visits.
3. Questionnaire: This formed the primary tool for the study, incorporating the following measures:
   - Strategic Change: Consisting of 15 items, categorized as:
     - Items (1–4): Routine strategic change.
     - Items (5–7): Limited strategic change.
     - Items (8–10): Radical strategic change.
     - Items (11–15): Organizational redirection.
   - Organizational Performance: Consisting of 13 items, designed to align with the organization's environment under study.
     - The questionnaire's face validity was verified, achieving a validity criterion of 95%.
     - Reliability was confirmed through a test-retest method using the Pearson correlation coefficient, with a reliability rate of 0.84 for all questionnaire variables.
     - A five-point Likert scale was used for responses.

g) Statistical Tools Used for Results Extraction

1. Arithmetic Mean and Standard Deviation: To determine the levels of the research variables.
2. Spearman's Correlation Coefficient: To assess the relationship between independent and dependent variables.
3. Pearson's Correlation Coefficient: To confirm the reliability of the measures.
4. Coefficient of Variation: To identify the most consistent variables based on the sample's responses.
5. Simple Regression Analysis: To determine the effect of independent variables on the dependent variable.
6. Coefficient of Determination (R^2): To measure the extent of variation in the dependent variable explained by the independent variable.

2. Theoretical Framework

2.1 Conceptual Framework for Strategic Change

Continuous manifestations of change within an organization reflect its ongoing life and its interaction with the surrounding factors. Change is the primary driver of organizational development. In order for an organization to remain competitive and successful, it must adapt to the continuous changes in its

environment and adopt new working methods that align with ongoing developments. This change can be observed through alterations in production methods, changes in the level of technology used, as well as shifts in concepts, values, workgroups, communication methods, and control procedures.
Change is considered a planned or unplanned response by business organizations to the daily pressures resulting from both tangible and intangible technical advancements, in terms of materials and ideas (Said Yes Amer, 1998, p. 551). According to Ahmed Maher, change is a long-term plan aimed at improving the organization's performance in how it solves problems, renews, and alters its management practices, based on collaborative efforts among administrators, while considering the environment in which the organization operates (Ahmed Maher, 2000, p. 432). For many organizations operating in dynamic environments, adapting to the environment and implementing changes between successive shifts is critical to maintaining effectiveness and competitiveness (Argenti et al., 2021).

When examining the essence of changes, they can be defined as a process of transforming the elements of an organization's work under the influence of internal and external factors, resulting in a new qualitative and quantitative state (required), capable of meeting the environmental demands for a specific period. This interpretation of changes as a transformation process provides an evolutionary explanation, which views changes as a result of the environment's impact on the organization (Dellermann et al., 2017, pp. 35-38). It is noticeable that what unites all of the aforementioned definitions is their emphasis on the fact that change, for different organizations, is not an option but a necessity. Its purpose is to enhance competitiveness by improving performance across various aspects of organizational activities.

Strategic change is the intentional process of transforming the location, tasks, or parts of an organization from their usual, natural state to a new, unfamiliar condition (George, 1996, p. 59). It is also the process of shifting the organization's current situation toward a desired future state in order to enhance its competitive advantage (Hill and Jones, 1999, p. 486).

Macmillan and Tampoe (2000, p. 190) define strategic change as a process that involves the reconfiguration of the mechanisms for implementing strategy while maintaining and motivating the morale of individuals. Wit and Meyer (2000, p. 243) distinguish it from organizational change, considering strategic change to focus on the direction or orientation of the organization rather than organizational behavior. Meanwhile, Eari (2001, p. 225) defines strategic change as the organization's ability to reach its desired destination with the involvement and acceptance of all its employees.

According to several researchers cited by Alexandra Collum in her definition of strategic change, this concept is often used synonymously with *emergent*, *transformational*, or *radical* change (Collum, 2012, p. 5). It does not represent a linear and clear process but is instead shaped by the internal and external factors of the organization's environment.

Thus, it can be said that strategic change represents the process of re-evaluating the means used to implement the organization's strategy, considering it as the primary tool for transformation toward a desired future state. Strategic change involves not only *what* we are going to change but also *how* and *when* we change a specific set of elements in a strategic direction, in response to the changes in the internal and external environment of the organization.
The process of strategic change includes four essential steps, as follows (Cynthia Roberts, 2008, pp. 2-3):

1. **Step One: Strategic Analysis** – Analyzing the organization's external environment, the current strategic direction, and its effectiveness in achieving the organization's goals and mission.
2. **Step Two: Strategy Formulation** – Developing a strategy that begins with a decision to change the organization's vision and direction for the future. This includes identifying the products and

services to be offered, the markets to serve, developing a competitive stance in those markets, and assessing the core processes and organizational culture that will enable or hinder change.

3. **Step Three: Designing the Strategic Plan** – Determining how the change process will be achieved logistically, through sequencing and timing, considering the prevailing culture and anticipated resistance.

4. **Step Four: Implementation of the Transition Plan** – This includes developing budgets, timelines, and assigning roles and tasks that will guide the process. It also involves mobilizing commitment to ensure a high level of control, communication to reduce uncertainty, and allocating resources for support.

Thus, strategic changes are a component of organizational changes, implemented within a specific organization (institution), and are a distinct subject of managerial influence. They are closely related to the formation of strategic management as a key element in understanding the workings of the organization, and strategy, as a unified concept, to predict the organization's future.

As for the levels of strategic change, they have been classified based on the depth and scale of the change. In this context, Keven and Gerry (1997, p. 235) classified strategic change into two levels: **incremental change** and **radical change**. Hill and Jones (2001, p. 484) categorized change into three levels: **management process development**, **business process re-engineering**, and **business innovation**.

In line with the focus and objectives of this study, attention can be given to the classification proposed by Certo et al. (1995, p. 114), which includes:

1. **Routine Strategic Change**: This involves processes aimed at adjusting activities through which the organization seeks to attract customers.
2. **Limited Strategic Change**: This involves introducing new products to new markets within the same general product category.
3. **Radical Strategic Change**: Here, the organization undergoes a fundamental transformation, especially in cases of mergers between firms operating within the same industry.
4. **Organizational Re-orientation**: This depends on the extent of difference between industries and how centralized the strategic management of the new organization will be. In such cases, the new orientation will not be within the core industry, which requires changes in the organization's mission and the development of a new set of skills and technologies.

2.2 Organizational Performance

The primary objective of an organization, especially profit-oriented organizations, is to increase its sales and profits, thus establishing a distinguished position through its competitive standing in the market. To achieve this, organizations strive to enhance their efficiency in organizational performance (Selamat & Babatunde, 2014, p. 35). Agha et al. (2012, p. 195) emphasize that organizational performance is the ultimate result of the actual activities of the strategic management process, and as such, it is the main determinant of long-term growth and survival. Kotler (2000, p. 64) defines it by identifying interests, improving core processes, appropriately allocating human, material, financial, and informational resources, and effective management capable of developing clear and understandable strategies known to employees. Alternatively, it is the outcome of all the processes carried out by the organization, and any malfunction in these processes must be indicated by performance, which acts as a mirror of the organization (Daft, 2001, p. 98).

Rahim and Malik (2010, p. 191) view organizational performance as the most comprehensive indicator of an organization's effectiveness. It measures the organization's goals of survival, adaptation, and growth, with the key objective being the improvement of individual performance, which ultimately contributes to enhancing organizational performance.

It can thus be said that the effective performance of any organization can only be achieved through the management of its internal capabilities, which enable it to adapt to environmental changes. This allows for continuous innovation and renewal, meeting the ever-changing needs of customers and ensuring the highest returns for the organization to achieve its objectives. Therefore, organizational performance can be seen as the final result an organization achieves based on its resources and capabilities.

Regarding the area of organizational performance indicators, researchers' opinions vary. Some have relied on behavioral indicators such as social responsibility, human capital development, adaptability, job satisfaction, and employee turnover (Baye, 1997). Others have focused on economic indicators such as efficiency, profit increase, sales growth, market share, productivity, liquidity ratio, and turnover ratio (Hempel & Simonson, 1999). Miller and Dess (1996) linked organizational performance indicators to social responsibility, profit increase, employee turnover, adaptability, sales growth, and market share.
In line with the objectives of the research, this study will focus on these indicators due to their significance in the environment of Algerian economic institutions.

2-3- The Relationship Between Strategic Change and Organizational Performance
For an organization to maintain its existence and sustainability, it must be capable of delivering its services more effectively and efficiently than its competitors. This can only be achieved through continuous adaptation to the strategic changes occurring in its environment. Strategic change is crucial in this regard because it helps organizations acquire a competitive advantage, allowing them to surpass their competitors and improve their organizational performance. Consequently, many researchers have attempted to provide various opinions and new ideas to understand the nature of the relationship between strategic change and organizational performance, and to interpret the trends of this relationship.

Most contemporary organizations aim to have a strategic vision for change that enhances their organizational performance. This is justified by the significant increase in resources allocated for research and development. Robbins et al. (2004, p. 203) state that strategic change is the most important cornerstone of organizational performance. Long-term organizational performance can be seen as a process derived from strategic change, meaning that strategic change is a primary source of effective organizational performance. Hall (1992, p. 112) revealed in his research that environmental factors, such as technological change, laws and regulations, and economic shifts, force organizations to change their structures and strategies, thereby contributing to the enhancement of those organizations. Newman and Nollen (1996, p. 56) supported this relationship by highlighting the alignment between culture, management practices, and its impact on organizational performance, reflected in return on assets and return on sales. Additionally, Hellriegel et al. (1999) indicated that strategic change is a powerful driver designed primarily to develop organizational performance.

High levels of performance in companies may lead to strategic change, as strategic changes in the organization's strategies allow for the adoption of a different course of action to ensure the achievement of the organization's goals (Weich, 2000).

Rhyne (2005) found in his study that companies that adopted strategic change showed superior long-term performance, both within their industry and in absolute terms. He concluded that "strategic change led to superior performance, increased profits, greater market share, a larger customer base, and increased assets" (Rhyne, 2005). Given that a decisive response to changes in the external and internal environment must be strategic, it is up to the organization to decide which actions to take, if any. Whether these actions are taken or not, they have lasting implications for the organization's performance. Strategic change helps organizations manage the future and formulate effective strategies because it directs the organization's awareness and actions. Thus, evaluating strategic change becomes crucial for organizations seeking to improve their performance (Salamon, 2002).

It is evident from this research, as well as several other studies, that there is a strong positive correlation between strategic change and organizational performance. This means that organizations that adopt and successfully implement new, flexible strategies are better able to achieve their goals and improve their outcomes compared to organizations that hesitate to change.

3. Presentation and Analysis of Study Results

3.1 Determining the Level of Strategic Change

Table (1): Responses of Study Participants Regarding Strategic Change Items

Number	Statements	Arithmetic Mean	Standard Deviation
Routine Strategic Change			
1	The organization's advertising methods are constantly renewed and evolving.	3.42	1.145
2	The organization is undergoing continuous transformations in its operations and work methods.	3.57	1.113
3	The organization maintains constant communication with intermediaries and consumers to coordinate its activities and operations.	3.85	0.985
4	The organization continuously coordinates with the production management to ensure the availability of its products.	4.21	0.934
The arithmetic mean and standard deviation of routine strategic change		3.74	1.054
Limited Strategic Change			
5	The organization aims to open new horizons by expanding into new markets.	3.40	1.119
6	The organization offers new products that complement its current range.	3.59	1.113
7	The organization seeks to innovate new products to enter new markets.	3.48	1.122
The arithmetic mean and standard deviation of limited strategic change		3.47	1.129
Radical Change			
8	The organization seeks to merge with another, more successful organization.	2.71	1.354
9	The organization is undergoing a comprehensive administrative restructuring.	3.34	1.191
10	The organization is undergoing a radical change in its organizational culture.	3.13	1.313
The arithmetic mean and standard deviation of radical strategic change		3.06	1.225
Organizational Reorientation			
11	The organization is undergoing a radical strategic transformation, shifting towards an entirely different field of work.	2.02	1.423
12	The organization is working to acquire new and innovative technologies.	3.33	1.176
13	The organization is developing a new set of skills to meet the demands of the new activity.	3.23	1.113

14	The change in activity has led to a comprehensive transformation in the organization's vision and goals.	2.54	1.341
15	The organization seeks to merge with another organization operating in a different sector.	2.22	1.333
The arithmetic mean and standard deviation of organizational reorientation		2.67	1.362
The overall arithmetic mean and standard deviation		3.22	1.191

Source: Prepared by the researchers based on SPSS v22 outputs.

The study results indicate that the average level of strategic change in the organization is 3.22, with a standard deviation of 1.191. This suggests a moderate reliance on strategic change by the organization, with a clear tendency toward routine and limited changes.
In more detail:

- Routine Change achieved the highest average score of 3.74, indicating the organization's inclination toward simple and continuous adjustments within its current operations.
- Limited Change ranked second with an average score of 3.47, accompanied by a higher standard deviation, reflecting greater variability in the application of this type of change. These changes typically involve introducing new products or entering new markets.
- Radical Change recorded the lowest average score of 3.06, indicating the organization's minimal reliance on significant and radical changes, which might require substantial transformations in organizational culture or structure.
- Organizational Redirection had the lowest average score of 2.67, reflecting a lack of focus on making substantial changes to the organization's mission or strategic objectives.

3.2 Levels of Strategic Change at BCR from the Perspective of the Study Sample

The coefficient of variation was used to measure the relative dispersion among the values. This coefficient relies on the arithmetic mean and standard deviation, helping to identify the most consistent variables from the study sample's perspective.
Table (02): Coefficient of Variation for Strategic Change Levels Based on Sample Responses

Number	Levels of Strategic Change	Arithmetic Mean	Standard Deviation	Coefficient of Variation	Prioritization by Importance
1	Routine Strategic Change	3.74	1.054	%27.08	1
2	Limited Strategic Change	3.47	1.129	%31.38	2
3	Organizational Reorientation	2.67	1.362	%36.92	3
4	Radical Strategic Change	3.06	1.225	%39.12	4

Source: Prepared by the researchers based on SPSS v22 outputs.

The results in Table (2) reveal a high degree of consistency in the sample's opinions regarding the variable "Routine Strategic Change," as it recorded the lowest coefficient of variation (27.08%) compared to the other variables. Conversely, the variable "Radical Strategic Change" showed the highest coefficient of variation (39.12%), indicating significant variability in respondents' opinions about it. These findings align with the mean values of the sub-variables, which highlight a clear tendency among respondents to favor "Routine Strategic Change" more prominently.

3.3 Determining the Level of Organizational Performance

Table (03): Calculation of the Mean and Standard Deviation for Organizational Performance

Number	Statements	Arithmetic Mean	Standard Deviation
1	The institution places employee satisfaction at the top of its priorities by focusing on increasing profits.	3.19	0.47
2	Improving salaries and bonuses is considered a key element in the management strategy to achieve employee satisfaction.	3.18	0.79
3	The institution places customer satisfaction at the core of its strategy by focusing on quality and competitive prices.	2.02	0.53
4	There is a continuous increase in demand for the institution's products.	2.69	0.92
5	The institution focuses on enhancing its financial performance and achieving higher profits.	2.86	0.67
6	The institution continuously works on developing new products that meet changing market demands.	2.34	0.73
7	The institution works to enhance its market position by offering products of quality superior to competitors' products.	2.08	0.72
8	Increasing the company's profits requires implementing innovative initiatives that go beyond increasing production.	2.99	0.83
9	The institution follows a competitive strategy based on cost reduction and offering attractive prices to increase its sales volume.	2.97	0.45
10	Job belonging contributes to workforce stability and reduces turnover rates.	3.44	0.96
11	The labor turnover rate in the institution is considered low compared to its competitors.	3.57	0.56
12	The institution pays attention to periodically evaluating new ideas and patents.	2.33	0.79
13	The institution constantly strives to keep up with technological and technical advancements.	2.16	0.74
The general arithmetic mean and standard deviation		2.73	0.94

The study results, as shown in Table (3), indicate that the performance level in the organization under study falls below the expected mean of (3), with an average organizational performance score of (2.73). This reflects weak performance and an inability to compete.

Although the employee turnover rate in the organization achieved a mean score of (3.57) with a standard deviation of (0.56), attributed to higher salaries, the organization suffers from poor customer satisfaction (2.02). This is primarily due to challenging external environmental conditions, particularly successive economic crises and their negative impact on the enthusiasm and commitment of management officials.

3.4 Hypothesis Testing

First Hypothesis: There is a significant correlation between strategic change (routine, limited, radical, and organizational redirection) and organizational performance.

To determine the relationship between strategic change and organizational performance, the Spearman correlation coefficient was used as a suitable non-parametric measure for both variables.

Table (04): Correlation Coefficient Between Strategic Change and Organizational Performance

Strategic Change	Routine	Limited	Radical	Organizational Reorientation
Organizational Performance	0.676	0.654	0.453	0.599
Correlation Coefficient	0.553			

Table (4) demonstrates a statistically significant correlation between the levels of strategic change (routine, limited, radical, and organizational redirection) and organizational performance. The results for these levels were 0.676, 0.654, 0.453, and 0.599, respectively. These correlations are significant at the 0.01 and 0.05 levels, indicating a positive relationship between strategic change and organizational performance with an overall correlation coefficient of 0.553, which is significant at the 0.05 level.

These findings reveal that all four levels of strategic change contribute to improving organizational performance. In other words, the higher the level of strategic change, the better the organizational performance, thereby supporting the acceptance of the first hypothesis.

Second Hypothesis:

There is a significant impact of strategic change (routine, limited, radical, and organizational redirection) on organizational performance.

To determine the influence of each independent variable on the dependent variable and assess the significance of the impact, simple regression analysis was used, as shown in Table (5):

Table (5): The Impact of Strategic Change on Organizational Performance

Levels of Strategic Change	Regression Coefficient (β)	R^2	The Calculated F	Significance Level (p)	Degrees of Freedom (df)	The Tabulated F
Routine Strategic Change	1.41	0.678	11.85	Significant	1.31	4.20
Limited Strategic Change	0.707	0.511	8.44	Significant		
Radical Strategic Change	0.617	0.393	8.27	Significant		
Organizational Reorientation	0.678	0.454	9.07	Significant		
General Strategic Change	0.610	0.501	15.03	Significant	4.29	2.77

Based on the results presented in Table (5), a strong positive relationship is evident between different levels of strategic change and organizational performance.

- Routine Strategic Change demonstrated a significant impact on organizational performance, with a regression coefficient of 1.41 and a coefficient of determination (R^2) of 0.678. The calculated F value of 11.85 exceeds the critical value, indicating that small, frequent changes in daily operations significantly enhance organizational performance.

- Limited Strategic Change also showed a positive impact, albeit slightly less than routine change, with a regression coefficient of 0.707 and an R^2 of 0.511. The calculated F value of 8.44 suggests that targeted changes to specific areas of the organization contribute to performance improvement.
- Radical Strategic Change exhibited a strong influence on organizational performance, with a regression coefficient of 0.617 and an R^2 of 0.393. This indicates that comprehensive changes affecting all aspects of the organization significantly improve long-term performance.
- Organizational Redirection showed similarly strong results, with a regression coefficient of 0.678 and an R^2 of 0.454. The calculated F value of 9.07 highlights that substantial strategic shifts and organizational restructuring effectively enhance performance.

Overall, the findings indicate that all levels of strategic change have a positive impact on organizational performance, with the strength of this impact varying by the type of change. Furthermore, the general strategic change encompassing all four levels showed a significant overall impact, with a regression coefficient of 0.610 and an R^2 of 0.501. With a df value of 4.29, the results confirm that organizational performance increases proportionally with strategic change, supporting the acceptance of the second hypothesis.

4. Conclusion

4.1 Study Results

Based on the theoretical and field findings, the following points were concluded:

1. High Managerial and Leadership Competence:

The BCR institution demonstrates highly efficient managerial and leadership skills, coupled with a strong desire for development and renewal. This enables the organization to manage change effectively, as reflected in its strategic approaches across various activities while striving for excellence and leadership among its competitors.

2. Moderate Level of Strategic Change:

The study results indicate that the organization has achieved an acceptable level of strategic change. However, further efforts are required to achieve deeper transformations.

3. Preference for Routine Strategic Change:

Employees generally prefer routine strategic change, considering it easier to implement compared to radical changes or major organizational redirections. This suggests hesitancy among employees to adopt substantial changes that might significantly alter their work nature.

4. Weak Organizational Performance:

The organization shows weak performance, attributed to several intertwined factors:

- External Factors: Changing environmental conditions, intense competition, and economic instability.
- Internal Factors: Lack of a clear production plan, weak market research, and limited marketing channels.

5. Need for Comprehensive Changes:

Statistical analyses highlight that achieving distinguished organizational performance requires implementing radical and comprehensive changes within the organization.

6. Significant Impact of Strategic Change on Performance:

The results confirm a significant impact of strategic change on organizational performance. In other words, adopting strategic change contributes to improving the organization's efficiency and performance.

7. Strategic Change as a Vital Element:

The findings support the idea that strategic change is a critical element for improving organizational performance, regardless of its levels (routine, limited, radical, or organizational redirection). Adopting and investing in strategic change leads to positive outcomes.

4.2 Suggestions and Recommendations

In light of the findings, several recommendations are proposed to help manage strategic change effectively and enhance organizational performance:

1. Systematic Study of Strategic Change:
   The organization should systematically study strategic changes to identify appropriate tools for implementing these changes efficiently and effectively, with minimal time and financial costs.
2. Classify Types of Change:
   The organization should classify different types of strategic changes to identify the most suitable type that aligns with its current state and external environmental requirements.
3. Maximize Resource Utilization:
   The organization should make the most of its available resources, whether human or material, to increase production volume and meet growing customer demands.
4. Keep Up with Technological Advances:
   The organization should adopt the latest technological developments in its products while considering changes in customer demands and intense market competition.
5. Enhance Employee Morale and Professionalism:
   Efforts should be made to improve employee morale and professionalism through effective communication and necessary support to maximize their capabilities and skills.
6. Support Leadership Commitment:
   Organizational leaders should have a strong belief in the importance of studying strategic change and provide the necessary support for its implementation.
7. Encourage Research and Studies:
   The organization should encourage managers and department heads to conduct research and studies on organizational performance in collaboration with academic institutions. This would help identify strengths and weaknesses and enhance overall performance.

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