



The Role of Strategic Renewal in Achieving Organizational Survival

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Abstract: The current study sought to test the level of contribution of each of the strategic renewal with its dimensions represented by (exploring opportunities, forming new ideas, and investing opportunities) in achieving organizational survival with its dimensions represented by (the ability to adapt, maintaining high-performance standards, achieving job performance goals), as it adopted strategic renewal in its theoretical framework as an independent variable. In contrast, organizational survival came as a dependent variable.

The questionnaire form was used as a primary tool for collecting data and information by selecting a deliberate sample represented by the instructors and heads of departments in private colleges with a total of (30), and the descriptive analytical approach was relied upon in presenting and analyzing the study information. In order to process the data, the researcher used a number of statistical methods, namely the weighted arithmetic mean, response intensity, standard deviation, coefficient of variation, simple correlation coefficient (Pearson), and simple and multiple regression coefficients.

One of the most prominent conclusions reached by the study is that the colleges in the study sample seek to enhance their interest in exploring new opportunities and entrepreneurship to invest in these opportunities in addition to adopting a distinct structural design that depends on clear organizational procedures and the smooth flow of information within the leadership's participation in exchanging information to achieve organizational survival.

Keywords: Strategic renewal, organizational survival, private educational colleges in Babylon Governorate represented by Al-Mustaqbal University College, Al-Hillah Private College, Islamic University.

Introduction: Universities are the focus of any society's civilized presence today, and they are the pivot around which the university's vision, goals, sustainable policy, and permanent strategy revolve. The university's real role is in serving the community and providing it with scientific outputs represented by students and scientific consultations in all economic fields of the country.

This matter contributed to highlighting the term organizational survival, which is far from the widespread administrative terms and has clearly appeared in modern administrative studies. Organizational survival enables universities of all types to possess individuals who are distinguished by their integrated and high capabilities and skills through exchanging ideas, presenting them in workshops, and exploiting their internal energy fully in order to achieve their set goals by benefiting from previous experiences and working to confront inter-challenges.

This is what prompted them to think about strategic renewal as the most appropriate combination of capabilities and resources in an attempt to legislate the survival of organizations in the face of a turbulent environment, i.e., strategic renewal is a fact indicative of the creativity adopted by technology more than it is an effort for comprehensive change, in addition to being an activity aimed at creating compatibility and keeping pace with the available technology on a fixed basis.

Based on the above, the study problem was formulated depending on the level of influence each of the strategic renewals had on achieving organizational survival in the universities of the study sample.

The objectives of the study lie in the need for private colleges for such studies that examine important topics represented by (strategic renewal and organizational survival), as they play a fundamental role in ensuring the success of colleges through the valuable addition they provide to the organization, and the provision of the intellectual base and scientific results and the procedures that follow them on the subject of the study. In order to achieve the objectives of the study, it was structured into four chapters divided into several sections: Chapter One deals with some previous cognitive contributions and the research methodology and includes two sections, the first of which is devoted to reviewing and discussing some last cognitive contributions and the second is dedicated to the research methodology. Chapter Two deals with the theoretical framework of the research and includes two sections, the first of which is dedicated to strategic renewal. The second section is dedicated to organizational survival. While Chapter Three deals with

the scientific aspect. Chapter Four consists of two sections; the first section includes the conclusions, and the second section contains the recommendations. Chapter One

Section One / Research Methodology

First: Research Problem

With globalization and its accompanying dynamism in the workplace, private educational institutions have come to face significant competitive and technological challenges resulting from the rapid transformations toward globalization of economies and global markets. The intensification of competition has required them to make optimal use of their current resources and uncover new opportunities to be able to renew and revitalize their strategies in a way that ensures compatibility with their environment, responds quickly to its requirements, and works to ensure that their outputs are compatible with the actual needs of society and achieves organizational survival. Hence, it has become more necessary than ever for universities to realize the importance of strategic renewal and that exploration, innovation, and creativity are worthy of attention. Therefore, they must select individuals who have a creative style for administrative positions, as these individuals are likely to increase the performance of their future team. On this basis, the need arose to delve into the study of the impact of entrepreneurial thinking for colleges to confront these challenges and ensure their continuity and survival in the long term. This requires an attempt to shed light on the role that strategic renewal can play and its impact on the performance of the colleges in question, especially after the researcher noticed some ambiguity among the study community regarding the concepts of strategic renewal and organizational survival despite their application and knowing the extent of the research sample's awareness of these variables and their importance by diagnosing the relationship between them in order to employ them to achieve the goals of the colleges in a changing environment. The research problem can be framed through the following questions:

1. What is the level of availability of strategic renewal in its dimensions in the private colleges, the research sample?
2. Have the private colleges, the research sample, achieved their organizational survival in their environment?
3. What is the nature of the relationship of association and influence between strategic renewal and organizational survival?
4. What is the level of impact of strategic renewal on

achieving organizational survival in the private colleges in the research sample?

Second: The importance of the research

The research topic is vital in the survival of private universities in the business world today, as it will give them a distinctive feature over others, which qualifies them to keep pace with the global and competitive war. The study also gains its importance from the variables and research topics that it sought to study, as well as what it enhances in terms of results and effects on the colleges studied.

The importance of the study is divided into:

The scientific importance of the study:

A- The theoretical framework of the study variables (strategic renewal, entrepreneurial thinking, and organizational survival) and deepening the process of understanding and absorbing them to organize them with the research and studies that preceded them with the aim of intellectual enrichment and cognitive accumulation of the study variables.

B- Providing the Iraqi library with a simple scientific effort that addresses critical topics in management that are characterized by development and modernity to some extent.

C- Seeking to develop the capabilities of the researched colleges in adopting entrepreneurial thinking as they are interested in effectively achieving organizational survival.

The practical importance of the research:

A- The importance of the researched sample in the colleges as private colleges are one of the critical sectors in private education that have a significant and effective role in achieving prosperity.

B- Testing a model to clarify the impact of the role of strategic renewal in achieving organizational survival, which has not received much importance in previous research.

C- Shedding light on the role played by strategic renewal in achieving organizational survival by enhancing it in the researched colleges.

D- The research contributes to deepening the vision of the role of the independent variable (strategic renewal) in achieving organizational survival.

E- Other colleges benefit from what the conclusions and recommendations will lead to to ensure the unification of the specified standards.

Third: Research objectives:

The research aims primarily to study the role of strategic renewal in achieving organizational survival in private colleges / Babylon Governorate through research and achieving the following objectives:

1. Diagnosing the levels of strategic renewal and organizational survival in the researched colleges.
 2. The current research benefits by presenting some visions and proposals to achieve strategic renewal, which is urgently needed to enhance organizational survival.
 3. Diagnosing the level of contribution of strategic renewal to the organizational survival of the researched colleges.
 4. Measuring the correlation and impact between each dimension of strategic renewal and its contribution to achieving organizational survival.
 5. Attempting to present a set of recommendations in light of the results and conclusions that will be reached, which will improve the reality of the researched organization for the better.
- Fourth: The hypothetical research plan: Based on the theoretical framework of the literature on strategic renewal and organizational survival, and in light of the research problem, its importance, and objectives, the researcher worked on synthesizing a hypothetical research plan that clarifies the relationship between these variables and the directions of influence on them, which is illustrated in the following Figure (1):

Strategic Renewal
1-Exploring Opportunities
2-Investing Opportunities
4-Forming a New Idea

Figure (1) The hypothetical plan of the study

Fifth: Research hypotheses:

The research hypotheses were formulated based on the problem and objectives of the research, which are a group of them related to the correlation relationships between the research variables and others related to the influence relationships, as this research included three main hypotheses, from which sub-hypotheses emerge, which are as follows:

1 - The first primary hypothesis: (There is a significant correlation relationship between strategic renewal in its dimensions and organizational survival).

Three sub-hypotheses branched out from it, which are:

A- There is a significant correlation relationship between exploration and organizational survival.

B- There is a significant correlation relationship between investment in opportunities and organizational survival.

C- There is a significant correlation relationship between the formation of a new idea and organizational survival.

2- The second primary hypothesis: (There is a significant influence relationship for strategic renewal in its dimensions on organizational survival).

Three sub-hypotheses branched out from it, which are:

A- There is a significant influence relationship to explore opportunities in organizational survival.

B- There is a significant influence on investing opportunities in organizational survival.

C- There is a significant influence relationship in forming a new idea in organizational survival.

3- The third central hypothesis: (There is a significant multiple influence from strategic renewal combined in organizational survival).

Sixth: Research limits:

The research limits were represented by the following:

1. Spatial research limits: The spatial limits of the

research are represented by the geographical location of (private colleges in Babylon Governorate) for the purpose of completing the field aspect of the study. The researcher chose these colleges based on a preliminary field survey conducted by the researcher on a group of organizations in Babylon Governorate, and it was found that private colleges are the colleges most in need of testing the research variables in them, in addition to achieving varying annual revenues and profits.

2. Human research limits: The research was applied to a deliberate sample that included the dean's assistants, heads of scientific departments, and lecturers at Al-Mustaqbal University College, Al-Hillah University College, and Islamic University.

3. Research limits of the research: The research limits of the study are based on addressing two variables (strategic renewal and organizational survival) in addition to the sub-variables they include.

Seventh: Research community and sample:

• Research community and sample:

The research community is the employees working in the organization. A random sample of (30) employees will be tested, and the questionnaire will be distributed to them.

• Data collection method: -

Secondary study: Books and a previous study that dealt with electronic governance and its impact on organizational excellence will be reviewed.

Field study: Questionnaires will be distributed to the study sample, and their opinions will then be identified.

Eighth: Procedural definitions of current research variables:

This paragraph includes the procedural definitions of the research variables to translate the framework and scope of the independent and dependent research variables, and are determined in light of the selection of logical relationships reinforced by theoretical and experimental aspects in light of the hypotheses and model of the tested research, as Table (1) shows the

procedural definitions of current research variables.

Table (1) Procedural definitions of current research variables

N.	Operational Definition	Variable
1	A modern management philosophy that aims to renew	Strategic Renewal
2	It is the continuous process by which the organization seeks to bring about a change in behavior and direction; in order to create a positive relationship between it and other organizations on the one hand and between it and its environment on the other hand	Exploration
3	It is a set of human resources practices that organizations apply through special programs that aim to increase and improve performance and use their resources efficiently and effectively and achieve the advantage of superiority	Opportunity Exploitation
4	It is the investment of human energies by bringing out the best of the organizations' skills and experiences to achieve excellence in performance to satisfy customers	Organizational Survival
5	A modern management philosophy that aims to renew	Adaptability
6	It is the continuous process by which the organization seeks to bring about a change in behavior and direction; in order to create a positive relationship between it and other organizations on the one hand and between it and its environment on the other hand	Maintaining High Standards Of Performance
7	It is a set of human resources practices that organizations apply through special programs that aim to increase and improve performance and use their resources efficiently and effectively and achieve the advantage of superiority	Achieving Job Performance Goals

Chapter Two

Strategic Renewal - Organizational Survival

Section One

Strategic Renewal Organizational

Accordingly, in this section, we will discuss the following: -

First: The concept of strategic renewal

Second: The importance of strategic renewal

Third: Dimensions of strategic renewal

First: The concept of strategic renewal: concept and definition of strategic renewal

The present time faces pressures in the global market, so it must focus on productivity and efficiency because global quality is no longer sufficient for its long-term success, which prompts it to search for opportunities to

respond to the surrounding environmental variables, and this encourages business organizations to participate in renewal processes to overcome environmental disturbances and competition. Therefore, renewal is an approach to the literature of strategic management. The following are some unique concepts of strategic renewal from the viewpoints and opinions of some writers and researchers:

(30: 2014, Kyla Heiko): Strategic renewal is defined as "a process that includes the title and results of replacing organizational characteristics that have the potential to affect the long-term success of the organization."

Moreover, (2015: 21, Claola et al.): -Strategic renewal is "the ability of the organization to replace and change the features that have a significant impact on the organization's independence, and therefore management must be informed of the direction of this fundamental phenomenon."

Kearney & Morris (2015) and Agarwal and Tlefal (2009) agreed that strategic renewal is "the process of preparing the qualification and replacement of the organizational characteristics and features of organizations with the ability to influence the long term. These critical characteristics and features include the organization's structure, business processes, organization goals, capabilities, and human resources."

(Kazem et al., 2015: 205) indicated that the concept of strategic renewal is "the steps followed by the organization to change the activities of managers at different levels from top to bottom and vice versa, and the way in which independent investments are studied by seizing opportunities, and it is also the way in which managers and employees share knowledge within and outside the organization's borders." From the point of view of (Al-Taie and others, 2016: 11): - Strategic renewal is not limited to changing core capabilities but instead changes in strategic positioning, employing knowledge, and creating opportunities for education (2010: 53, Apollo).

(Abbas, 2016: 175) referred to: - Strategic renewal as "an administrative activity that works to find and acquire knowledge that brings about changes in strategy, whether at the level of core capabilities or organizational products."

The concept of strategic renewal is based on being "the general and comprehensive plan to change the formulation of a high-performance strategy (Al-Sharifi, 59: 2017).

(Ajwa and Nasser, 2019: 9) See: - Strategic renewal as "a group of complex development activities that seek to change its direction and resources at all activities

and levels of the organization through the corrective or therapeutic process to bring about an unusual positive change and have the ability to have a long-term impact.

The researchers define strategic renewal as "a modern administrative philosophy that aims to renew, change or replace the organization's business model, including the organization's continuous and effective transformation towards innovation to create opportunities and search for capabilities or opportunities to seize and invest current capabilities to overcome environmental risks in the long term in order to ensure strategic sovereignty."

Strategic Renewal of Importance

Strategic renewal is of great importance from the point of view of writers and researchers, as it is the permanent characteristic that managers search for and work on. It has been shown that strategic renewal, despite the various studies of business administration, is the starting point for the process of continuous improvement and ideas, from technological transitions to competitive transitions. Hayden (2-1 2012) indicated that the importance of strategic renewal arose from the hypothesis that over time, there must be compatibility between the organizational structure, competencies, and processes within the organization on the one hand and external environmental threats and opportunities on the other hand. This is what strategic renewal achieves by enabling it to change its business in a way that suits its competitiveness through development processes in acquiring new opportunities or knowledge or current competencies and adapting to procedures and options, which ensures strategic compatibility with changing environments. Taussig (466 2013) explained that the importance of strategic renewal lies in improving market conditions and identifying the most beneficial opportunities for the organization, which helps it achieve successful and continuous alliances and partnerships to ensure obtaining scarce resources. He added that organizations face economic threats inside or outside the business level. Strategic renewal is the best opportunity for organizations to achieve sustainable success when they deliberately confront economic downturns (Morays et al., 2014). (2011:66 Kwee et al.) believes that three main points determine the importance of strategic renewal:

- 1- Strategic renewal transforms basic capabilities into essential capabilities with a competitive advantage in the market.
- 2- Strategic renewal has a significant impact on all levels of the organization.
- 3- Strategic renewal is important to break the path adopted by the environment surrounding the organization and ensure its sustainability in the long term.

Strategic renewal also contributes to changing the organization's performance pattern in order to obtain economic performance. Working on renewal enables organizations to change their direction and strategic policy toward development and compatibility with their dynamic, technological, political, and economic business environment (80: 2015, Albert et al.). Therefore, strategic renewal affects the organization's participation in various industries in which entire economies compete. In addition to enabling organizations to compete and maintain continuous success, it is recommended that organizations develop strategies and cultures that enable them to face environmental challenges and exploit available opportunities (25: 2016, Masad).

(Bryce et al.) summarized, 2019 242). The importance of strategic renewal in five points, which are as follows:

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- 1- Finding modern ways of working in order to meet the requirements and needs of customers and maintain a competitive position in the era of development that the organization is experiencing.
- 2-Finding a new approach to market and product composition to generate ideas is the main activity of the strategic renewal process.
- 3- Increasing the chances of permanent and continuous success by encouraging organizations to provide strategic partnerships to obtain scarce resources that work to increase profits.
- 4-Strategic renewal also has the importance of interacting and integrating individual behaviors to confront environmental forces and address project procrastination.
- 5- It enables organizations to move to a better strategic position by improving their capabilities and potential.

The importance of strategic renewal also emerges through the following: -

Based on the above, the researcher believes that the importance of strategic renewal is represented by the following:

- 1-Strategic renewal ensures the effective exploitation of available human resources, which leads to making work more effective, efficient, and motivating.
- 2- Strategic renewal helps the organization address conflict and overcome previous and current strategic shortcomings.
- 3- Strategic renewal enables the organization to develop strategies and cultures that enable it to face the surrounding environmental challenges and opportunities.
- 4- Strategic renewal is the best approach for an

organization because it helps it acquire opportunities and knowledge that help it achieve permanent success.

5- Strategic renewal is one of the most important decisions an organization makes to maintain its position and status in the market.

Third: Dimensions of strategic renewal

1. Explore opportunities

Some scholars support the organizational learning perspective (organizational learning perspective) which focuses on balancing exploration and investment of opportunities effectively, which is considered a fundamental challenge for strategic renewal, Schmit that it is on exploring procedures (Volberda et al., 2001, p. 214) of each and knew (Raisch, & Volberda, 2018) renewal procedures that add new activities to the organization's current inventory, or that increase the company's geographical scope. Opportunity exploration can be defined as the procedures that the organization takes with the aim of renewing its activities, such as introducing new products in new markets, through the organization's ability to search for new opportunities so as to achieve a balance between exploration and exploitation, considering this balance is a fundamental factor in the organization's survival and growth, and ensuring the organization's proactive response to environmental disturbances.

2- Entrepreneurship Business

The topic of entrepreneurship is one of the important topics. With the accelerating pace of change in various areas of the business environment and the intensification of competition between organizations, the importance of this topic has increased as one of the modern and contemporary strategic options that The organization resorts to it in order to achieve excellence and distinction in its work, so it has become an important means that all organizations need to keep pace with developments and transformations in a highly competitive environment. The term Entrepreneurship has been used in the past, as its roots go back to a long period. If we want to define it, we find that the literature refers to the beginning of the sixteenth century, where it was first used in the French language. The concept of this term at that time included the meaning of risk and enduring the difficulties that accompanied military exploration campaigns (Ahmed and Barham, 2008: 7). The term Entrepreneurship was also mentioned in the Oxford Dictionary for the year 2004 to indicate the process of making money by starting a new business, especially when this business includes taking the risk into account (Ibrahim, 2013: 247). Then this concept developed during the subsequent periods until it became today one of the contemporary topics that have become a challenge for different organizations. It is a

multidimensional concept that harmonizes with different sciences, including, for example, economics, sociology, management, and psychology (Al-Taie, 2008: 159). Therefore, researchers did not agree on the subject of giving a specific and agreed-upon definition of organizational entrepreneurship or entrepreneurship in general. Based on the above, we can define "entrepreneurship" as a set of creative activities inside or outside the organization that carry some risks through which the organization can carry out an activity such as producing new products or services, expanding existing businesses, entering new markets, or any other initiative that can distinguish the organization from others and add a certain value to it.

3 - Investing opportunities

Simultaneous investment in an existing strategy with the exploration of new capabilities is one of the basic challenges for organizations (2009, Lewis & Andriopoulos). In this context, strategic investment renewal procedures depend on the current path of the organization and are linked to gradual renewal. Investment includes things such as improvement, selection, production, efficiency, and implementation (p71. 1991, March). Strategic investment renewal procedures are short-term procedures consisting of procedures that focus on the current field of activities within the organization's current geographical markets. Investment includes: expanding current markets, improving current competencies, and starting activities such as liquidation, merger, or reduction (Uotila al, 2009 et).

Investing opportunities represents The renewal procedures undertaken by the organization with the aim of defining and controlling the scope of its current work and creating value in the short term, by exploiting its capabilities in strategically rethinking its competitive position with the aim of achieving a rapid response to current competitive needs. The main driver for investing in opportunities is risk and competition, so that the organization's skills and expertise are employed in exploring current opportunities to be invested in.

The second topic: Organizational survival

First: The concept of organizational survival: The concept of organizational survival

Organizational survival is a major element and an ultimate goal for business organizations of different types and levels, in addition to enhancing stability and trust between management and employees, and it also contributes to developing the organization's capabilities and achieving goals. Therefore, the concepts of organizational survival varied due to the different visions of researchers about it. Clarifying the

concept has been accompanied by some complexity as a result of focusing on organizational survival towards the work environment, as organizational survival expresses the individual's and the organization's readiness to exert the maximum possible effort for the benefit of the organization and the desire for stability, then accepting and believing in it and its goals and values.

(Mend et al, 2013: 3) Organizational survival is meant as a means in research to develop organizational plans that meet the needs of stakeholders as well as manage relationships with them in order to achieve feasibility and ambition in survival and continuity (Varbanova, 2013: 10)

(Bansal, et al, 2014: 70) believes that the concept of organizational survival is often used interchangeably with organizational sustainability to understand organizations' ability to withstand immediate pressures.

For his part, Moldavanova et al. (2014: 2) added that service organizations are adapting to the private sector's focus on meeting stakeholders and providing them with needs to gain competitive advantage and improve their strategic position to survive and continue.

Survival, sustainability and commitment are organizational goals based on the organization's ability to satisfy stakeholders. In the same general and non-profit organizational context, stakeholders have become marginalized for the sake of organizational stability and survival (Johansson, et al, 2014, 43))

(64 2014, (Ban, et al) indicated that organizational survival is the achievable path by relying on internal organizational capabilities as well as external social cohesion based on social capital theories.

As well as (8 2014, Dsborns et al.) rooms that it is the approach that can effectively address defects and potential risks that organizations are exposed to, which may contribute to organizing and modifying the path of the system on which organizations operate.

(8: 2016 Osborn, et al) defined it as an important institutional goal and a necessary condition for organizations that aspire to create social value and gain customers in order to obtain a good reputation and gain capital, and that this helps organizations to survive and sustain.

We note that there is an explicit and repeated indication in many researches and studies revolving around benefiting from the knowledge, ideas, energy and creativity of all employees in it. At the level of front-line workers, and the level of managers in order to confront the global business environment and global customer expectations. (300: 2016, (Dempsey)

Second: The importance of organizational survival:

The survival of the organization is of utmost importance in this period of business turmoil. As well as maintaining the organization's position in terms of competitive position. This matter becomes not only the responsibility of the owners or leaders of the organization, but also the responsibility of the working individuals.

Therefore, the importance of survival is a primary and essential source for every organization of all types and sizes because it will enhance its competitive position. Therefore, writers and researchers differed in determining the importance of organizational survival. Where he sees: (47 (2012 Cratch) that the importance of organizational survival is represented by the following: -

2. Organizational survival is the result of the job selection process.
3. Focus on survival in many studies of organizational sustainability (2014: 4, Johansson)
4. Most scholars focus on institutional building as an agent of organizational survival (Bowen, 2011: 37)
5. Developing a framework based on interdependence for survival and sustainability.
6. The desire to focus efforts towards helping the organization To achieve its goals.

For his part, (2014:36, (Markusen) added a set of points that clarify the importance of organizational survival, which are as follows:-

- 1- Preserving the culture.
- 2 Achieving a balance between the public service mission and economic interests.
- 3- Teaching public arts when providing a service, whether private or public.
- 4- Providing a resource of increasing value to organizational contexts.
- 5- Administrative practices are used in profitable and non-profit fields.
- 6- Knowing the strengths and weaknesses as well as the threats that the organization may face that may affect its sustainability.
- 7- The desire to focus efforts towards helping the organization achieve its goals.
- 8- Survival is represented by a set of exchanges between the individual and the organization on the one hand and the strong desire to continue, grow and stay in work on the other hand.

In addition, modern literature has shown the great importance of survival and that various organizations today are striving with various efforts to maintain their position and marketing status, which use their

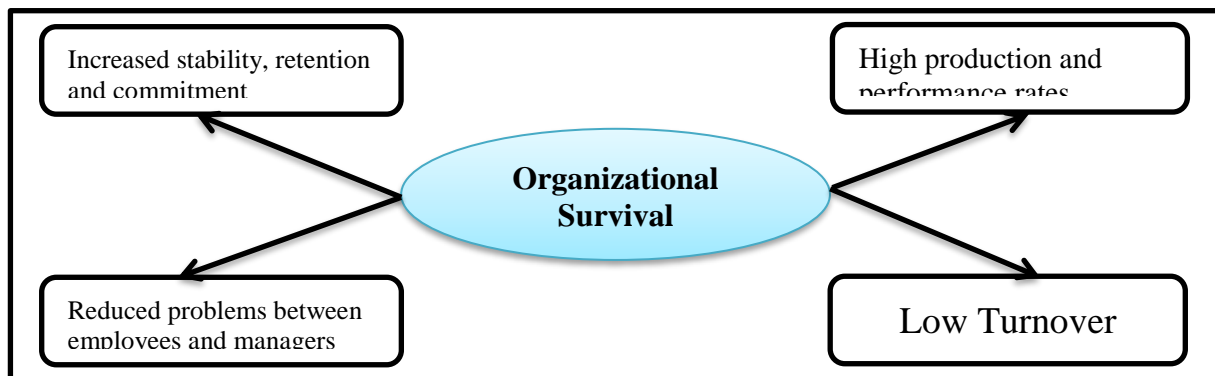
administrative practices in the profitable and non-profit fields in order to provide unique and distinctive products. Therefore, employees must be involved in the company's strategy and in decision-making to benefit from their knowledge and experience to gain a competitive advantage and gain and retain the workforce. Survival in the global struggle to meet the increasing demand for companies in the markets requires attention to the employees in the organization since the innovation in the products and services that these individuals bring and make them an important source of survival. (350: 2015, Smith, et al).

(8-2: 2018, Charan) indicated that organizational survival is an important source because it represents an important element in linking employees to the organization, especially in times when organizations are unable to provide appropriate incentives to their employees to encourage them to achieve the highest level of achievement. Because employees consider staying within the organization a more important factor than job satisfaction, the individual's commitment to the organization to which he belongs is also a factor for success, continuity and increased production. Organizational survival also contributed to translating the desires and beliefs that are within the individual towards the organization into behavior that drives the organization to progress and survive. In addition, several reasons led to interest in this concept, namely that organizational survival represents one of the basic indicators for predicting many factors, especially increasing productivity and the rate of turnover. It is assumed that committed individuals will stay longer in the organization and work more towards achieving the organization's goals because survival is like the individual's willingness to make the maximum possible effort for the benefit of the organization and his acceptance and belief in its goals and values. Survival also affects the individual's decision regarding whether to stay or leave the organization, as survival is described as an intangible state embodied in the loyalty of individuals to their organization at a fixed and not absolute level, and its dimensions are multiple and influential on each other (Venkatarman, 2019: 27). Meanwhile, (2020: 10, Geoncheol) added that the importance of organizational survival is represented by the following: -

- 1-Increasing the cohesion of the individuals working within the organization and their confidence in the organization in which they work, thus achieving growth, stability, and commitment.
- 2- Increasing the rates of production (productivity) and performance.
- 3- Decreasing the level of turnover.

4- The higher the rate of compatibility between values and goals, the higher the morale.

5- Decreasing the problems and disputes that occur between employees and managers.



The Dimensions of organizational Survival

Writers and researchers differed in defining the dimensions of organizational survival, despite the interest of many researches in studying organizational survival, its relationships and effects. However, they differed in diagnosing its dimensions through which organizational survival can be described and explained well. (Casey & Denison 2010 90) presented three dimensions of organizational survival, which are (the ability to adapt - maintaining high performance standards - achieving job performance goals). The researcher relied on these dimensions as comprehensive dimensions, and because they are consistent with the work of the organizations under study, and the possibility of measuring them, and each dimension will be explained as follows: -

First: The ability to adapt

Interest in the concept of adaptation has increased as a result of the great pressures facing many organizations to gain a competitive advantage in turbulent markets. This term has appeared in research related to strategic management, organizational design and creativity as an emerging science in organization studies with the increase in research on this topic. (2014:1, Papachroni et al.) Business organizations adopt strategies that distinguish them from other organizations, by developing many new strategies to replace previous strategies. The organization directs its resources and capabilities to create new sources of competitive advantage, and improve the organization of its operations, to improve its ability to respond to events and changes in the external environment by developing products that meet the evolving needs of customers (2015:234, Hilton). The essence of adaptation refers to creating advantages over competitors who fail to adapt, which means that the organization can easily

link the ability to adapt with the ability to compete. Amah and Baridam 17: 2012) Adaptation is the organization's ability to respond to changes in the external environment and recover from damages that occur in the internal structure that affect its ability to achieve its purpose (Oalziell and Mc Manus (2004: 45-91)

Aziz (2008; 8) defined it as "coordination between the strategy set and the structures of the organizational units of the organization itself and the internal elements. While Tayauova (201,1160) referred to adaptation as "accepting the state of change and facing the environmental challenge and presenting and implementing new strategies." Barth (2011; 203) sees adaptation as a set of mechanisms, methods and vision necessary for business organizations to survive and continue and find integration between the various components of the internal organization and its external environment, which enables it to build a strategic system to control and control the course of the system. " Banks (2013; 20) defined adaptation as one of the most decisive factors in determining the survival or demise of an organization because environmental changes can be tolerated for a short period of time.

(69; 2013, Parter) emphasizes that every organization should develop a comprehensive strategy that is based on adapting to the surrounding environmental conditions.

It is also the extent to which the organization, in its various types, is able to change behavior, structures, and systems in order to continue in the event of any change.

(90: 2014, Dienissouin)

It is "the organization's ability to predict its future internal and external problems, and to know the means to control them as much as possible." (Al-Khashali 2015: 9)

(Al-Ghalbi and Idris 2015 33) defined adaptation as "the organization's response process to environmental changes, external actions, and its internal situation, and the necessity of adapting its condition, perceptions, and activities according to this change." (Al-Binaa 2016, 6) and (Canderasekaran 2009 180) agree that adaptation is the organization's ability to implement innovation and improve the strategies followed, and it must adapt these strategies and activities across all levels, including organizational cultures and effective strategy.

Safwat (2017 (11) indicated that adaptation is the extent to which organizations are able to respond to and interact with any variable in their internal business environment or change in the external environment that affects their work and various administrative, production, financial, and service activities.

The researcher believes that the ability to adapt is the continuous process by which the organization seeks to bring about a change in behavior and direction in order to create a positive relationship between it and other organizations on the one hand and between it and its environment on the other hand, and this leads to satisfying the different needs of customers. In other words, adaptation is the process that involves bringing about changes in the organization or the environment or both, with the aim of achieving harmony in the relationship between them.

Keep high standards of performance

Expresses that every organization has important outputs that must be achieved in order to survive, in addition to that the quality of service provided must be improved to meet customer expectations and is an ongoing part of strategies to ensure survival and customer satisfaction. (Casey 2010 509-32) This requires that management have types of skills that employees accomplish that are of important value during the specified time. As the most important factor in the performance management system, managers must take care of the individuals working within their organization. (19: 2009Milligan, et al.)

Al-Ubaidi (2015: 63) believes that high performance is a broad activity carried out by organizations by adapting to the surrounding environment and exploiting their resources efficiently and effectively in order to achieve their goals and achieve success and excellence and represents a reflection of the organization's ability to change and renew, which has an impact on its survival and growth in the long term in light of changing environments. Al-Rubaie (2015: 93) believes that high performance is the performance that exceeds or surpasses the normal performance of the individual, in addition to being a set of high

intellectual, behavioral, cognitive and creative skills that individuals working in the organization possess and attempt to employ them to accomplish their work tasks in a manner that exceeds the limits set by the organization in terms of quantity and quality in order to provide products and work characterized by originality, creativity and distinction in order to achieve the organization's goals increasingly and continuously towards the future. Rogers & Blenko (2006133) indicated that high performance organizations are a group of organizations that possess the means that enable them to translate their goals into tangible results with high efficiency and effectiveness compared to other organizations over a period extending from (5-10) years. 323 2008 Lussier found that the required level of performance depends on three factors, which are (ability, motivation, resources (ability and motivation are two factors that lead the efforts of employees to the behavior that creates the level of performance, and in order for performance to be high, these three factors must also be high. If one of them decreases or is lost, the level of performance will be adversely affected. From the above, the researcher sees that maintaining high standards of performance is a set of human resources practices that organizations apply through special programs that aim to increase and improve performance and use their resources efficiently and effectively and achieve the advantage of excellence, provided that there is a link between these practices with each other.

Achieving the Performance of the Functional Performance

Management is charged with developing tasks and setting goals, as well as preparing strategies to accomplish plans in order to achieve the organization's goals. The goal refers to the quantity, quality and extent of performance - and in the best cases when the organization and the working individuals are more committed to achieving their goals. The goals affect the level of motivation of employees and their beliefs about what they can learn, and the level of their performance and self-evaluation. (97: 2002 Loke and Latham) The relationship between guidance and adaptability is represented by the person who transfers knowledge and skills. It is an ongoing relationship of learning, dialogue and overcoming various challenges, which contributes to making the organization more adaptable to the constantly distinct work environments (9-5: 2005 Palmer and Johnson) While the relationship between guidance and maintaining performance standards is a developmental relationship that enhances individual capabilities, skills and knowledge and provides immediate and long-term needs easily. Therefore, guidance skills ensure that the working individual is fully

aware of the job description, which in turn will enhance his performance in order to meet the specified standards. (9-18: 2013, Aman and Jaja) One of the most important barriers to achieving job performance goals is the lack of trust between management and employees, which makes it difficult to implement job performance requirements. Therefore, organizations must maintain a strong and active commitment by senior management, employee commitment to the organization's goals, the constant pursuit of sustainable advantage, and covering the costs that the organization can bear when implementing these practices, which can be expensive, especially training costs. However, evidence indicates that the gains achieved from job performance requirements far outweigh the costs (EEF & CIPD 2003: 5). Simsek et al. (2009) believe that achieving job performance goals requires the creation of independent structures, each with its strategies, structures, cultures, incentive systems, and innovations. Therefore, the concepts of dividing structures have their roots in the literature of organizational design, indicating the importance of maintaining compatibility between the organizational structure and the important design demands and the

environment alike. Therefore, satisfaction and contentment within different structural units, for example, managing the distinguished team and the organizational structure, culture, control systems, incentive structure, as each unit works independently and at the same time there is organizational communication, which leads to achieving goals. This requires coordination between the optimal investment of opportunities and the search for new opportunities to achieve synchronization through the presence of a common vision. And the work of the senior management team. Through what has been addressed, the researcher sees the achievement of job performance goals. It is the investment of human energies by bringing out the best of the organizations' skills and experiences to achieve excellence in performance to satisfy customers, stakeholders and investors. That is, it is a combination of human resources practices that can facilitate employee participation and enhance their skills, and provide a stronger incentive. It is important because it improves the level of trust in the workplace, enhances the level of employee performance and raises their level of job commitment.

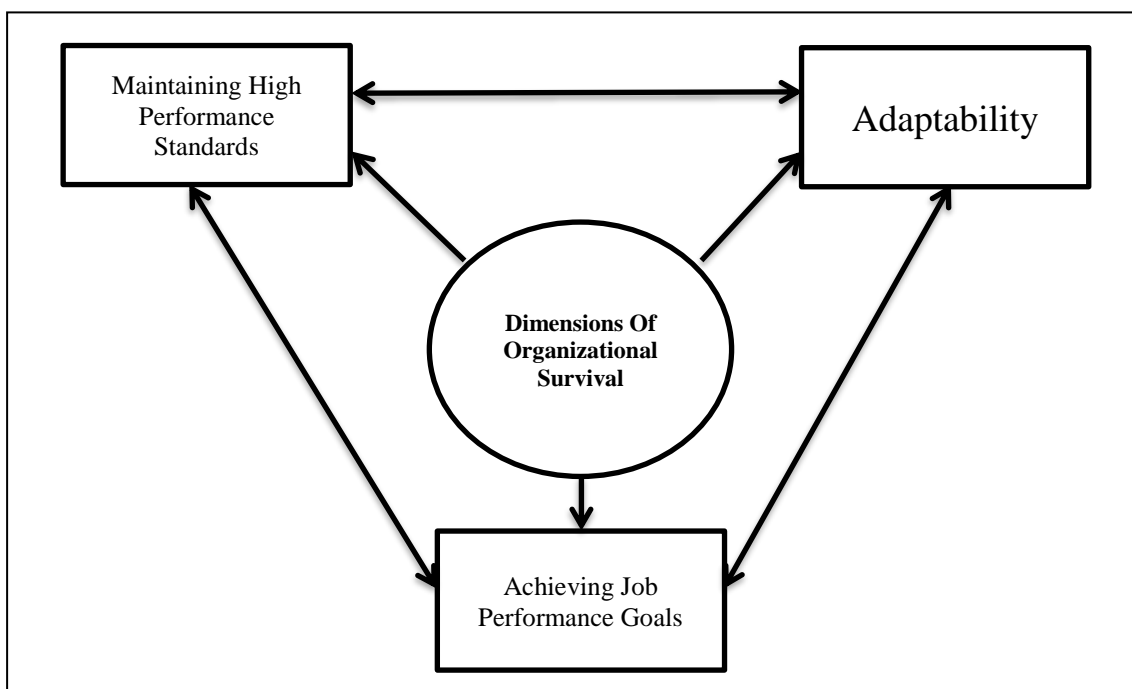


Figure (3) Dimensions of organizational survival Source: Prepared by the researchers based on previous literature

This paragraph aims to present, analyze, and interpret the results of the answers of the research sample individuals regarding the paragraphs included in the questionnaire form by reviewing the values of the weighted arithmetic means, the intensity of the response, the standard deviations, and the coefficients of variation for each paragraph of the research variables.

The research determined the level of answers in light of the arithmetic averages by determining their affiliation to any category, and because the research form is based on a five-point Likert scale (strongly agree - strongly disagree), there are five categories to which the arithmetic averages belong, and the category is determined by finding the length of the range (5-1 = 4), and then dividing the range by the number of categories (5) ($4 \div 5 = 0.80$). After that, (0.80) is added to the lower limit of the scale (1) or subtracted from the upper limit of the scale (5). The categories are as follows: (Dewberry, 2004: 15)

- 1 - 1.80: Very low
- 1.81 - 2.60: Low
- 2.61 - 3.40: Moderate
- 3.41 - 4.20: High
- 4.21 - 5.00: Very high

This aspect will be addressed according to the following paragraphs:

First: Presentation, analysis, and interpretation of the responses of the research sample individuals regarding strategic renewal (X)

The paragraphs of this variable will be addressed by analyzing and explaining the questions related to the dimensions of the first variable, which is a strategic renewal, by extracting the values of the weighted arithmetic means, the values of the intensity of the response, and the values of the calculated standard deviations, whether at the partial or total level, as shown in the following:

Table (2) Descriptive statistics for strategic renewal and its dimensions n=50

% Answer intensity	Standard Deviation	Weighted arithmetic mean	Dimensions
65	0.94	3.26	Exploration
66	1.31	3.30	Entrepreneurship
63	1.26	3.16	Opportunity Capitalization
64	1.22	3.19	Strategic Renewal

Source: SPSS V.26 and Microsoft Excel 2010 program outputs

The strategic renewal variable achieved a weighted arithmetic mean of (3.19), meaning that it falls within the category of (moderate). At the same time, the response intensity value was (64%), the standard deviation value was (1.22), and the coefficient of variation percentage was about (38.40%). From the above, it is clear that the variable is available with its three axes in the research sample organization.

When observing the results shown in Table (2), we note the following:

1- Exploration: The strategic orientation dimension achieved a weighted arithmetic mean of (3.26), meaning that it falls within the category of (moderate), while the response intensity value was (65%), and the

standard deviation value was (0.94). From the above, it is clear that the dimension is available in the research sample organization.

2- Entrepreneurship: The dimension achieved a weighted arithmetic mean of (3.30), meaning that it falls within the category of (moderate), while the response intensity reached (66%), while the standard deviation value was (1.31), which shows the availability of the dimension in the research sample organization.

3- Opportunity investment: The dimension achieved a weighted arithmetic mean of (3.16), meaning that it falls within the category of (moderate), while the response intensity reached (63%), while the standard deviation value was (1.26), which shows the availability of the dimension in the research sample organization.

Second: Presentation, analysis, and interpretation of the responses of the research sample individuals regarding organizational survival (Y)

The paragraphs of this variable will be addressed by analyzing and explaining the questions related to the

second variable, which is organizational survival, by extracting the values of the weighted arithmetic means, the response intensity values, and the calculated standard deviation values, whether at the partial or total level, as shown in the following:

Table (3) Descriptive statistics Organizational survival and its dimensions n=50

% Answer Intensity	Standard Deviation	Weighted Arithmetic Mean	Dimensions
78	0.95	3.90	Adaptability
71	1.16	3.56	Maintaining high standards of performance
73	1.44	3.63	Achieving job performance goals
74	1.19	3.70	Organizational survival

Source: (SPSS V.26) and Microsoft Excel 2010 program outputs

The organizational survival variable achieved a weighted arithmetic mean of (3.70), meaning that it falls within the category of (high). At the same time, the response intensity value was (74%), while the standard deviation value was (1.22); from the above, it is clear that the variable and its components are available in the research sample organization.

When observing the results shown in Table (3), we note the following:

1- Adaptability: The dimension achieved a weighted arithmetic mean of (3.90), meaning that it falls within the category of (high), while the response intensity value was (78%), while the standard deviation value was (0.95), from the above it is clear that the dimension is available in the research sample organization.

2—Maintaining high standards of performance: The dimension achieved a weighted arithmetic mean of (3.56), meaning that it falls within the category of (high). The response intensity reached (71%), and the standard deviation value was (1.16), which shows the dimension's availability in the research sample organization.

3- Achieving job performance objectives: The dimension achieved a weighted arithmetic mean of (3.63), meaning that it falls within the category of (high), while the response intensity reached (73%), while the standard deviation value was (1.44), which

shows the availability of the dimension in the research sample organization.

Second topic: Testing hypotheses of association and influence between research variables:

It aims to test the relationships of association and influence between research variables. The relationships of association and influence will be tested at the level of the sub-hypotheses that emerged from the main hypotheses and at the overall level by using the simple correlation coefficient (Pearson) and the regression coefficient.

First: Testing the first central hypothesis related to the relationship between strategic renewal and organizational survival

(There is a significant correlation between strategic renewal and organizational survival)

Three sub-hypotheses branched out from it, as shown below:

1. There is a significant correlation between exploration and organizational survival.
2. There is a significant correlation between entrepreneurship and organizational survival.
3. There is a significant correlation between opportunity investment and organizational survival.

Table (4) shows the simple correlation coefficient matrix (Pearson) between these variables and their dimensions. Before testing this hypothesis, Table () also indicates the sample size (50) and the type of test (2-

tailed). If a (*) mark appears on the correlation coefficient, this means that the correlation is significant at the (5%) level. In contrast, if a (**) mark appears on the correlation coefficient, this means that the correlation is significant at the (1%) level. The strength of the correlation coefficient is judged in light of the rule (Cohen, 1977, pp. 79-81), as follows:

Low correlation: If the value of the correlation coefficient ranges between (0.10 to 0.29).

Medium correlation: If the value of the correlation coefficient ranges between (0.30 to 0.49).

Strong correlation: If the value of the correlation coefficient ranges between (0.5 to 1).

Table (4) Testing the correlation relationships between the research variables

		Explore	Entrepreneurship	Investing In Opportunities	Strategic Renewal
Organizational Survival 1	Pearson Correlation	0.335*	0.564**	0.681**	0.463**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000
	n	50	50	50	50
** Correlation is significant at the 0.01 level (2-tailed).					

Source: SPSS V.26 program outputs

Table (4) shows the correlation matrix that tested the first main hypothesis and its derivative hypotheses. It shows that there are strong positive correlations with significant significance at the level of (1%) between strategic renewal and the variable of organizational survival. The value reached (0.463) at the level of significance (1%) and is considered a strong relationship in light of Cohen's rule.

At the level of dimensions, the strongest correlation was between each of the dimensions of investment of opportunities and organizational survival, as the value of the correlation between them reached (0.681) at the level of significance (1%) and is considered a strong direct relationship in light of Cohen's rule. While the weakest correlation was between the dimension of exploration and organizational survival, as the value of the correlation between them reached (0.335) at the level of significance (5%), it is considered a medium correlation in light of Cohen's rule.

The results obtained from Table (4) indicate the acceptance of the existence hypothesis for the first central hypothesis and its subsidiary hypotheses.

Accordingly, the hypothesis states that ((there is a significant correlation between strategic renewal and organizational survival)).

Second: Testing the second central hypothesis related to the relationship of influence between strategic renewal and organizational survival

(Strategic renewal has a significant effect on organizational survival.)

Three subsidiary hypotheses branched out from it, as shown below:

1. Exploration has a significant effect on organizational survival.
2. There is a significant effect of entrepreneurship on organizational survival.
3. Investment in opportunities has a significant effect on organizational survival.

To prove the validity of the influence hypotheses, the simple linear regression method was used, and the relationship between the research variables was estimated. Table (5) shows the results of the regression.

Table (5) Estimation of the simple linear regression relationship between strategic renewal and organizational survival

Organizational Survival				Dependent Variable Dimensions of the independent variable
Value)F(Value)T(Coefficient Of Determinatio n)R ² (Regression Coefficient (β)	
7.66	2.77	0.22	0.46	Strategic Renewal
9.24	2.76	0.11	0.34	Exploration
13.07	3.62	0.32	0.56	Entrepreneurship
24.27	4.93	0.46	0.68	Investment Opportunities
2.75	Table (T) Value At (1%) Level		7.56	Table F Value At 1% Level

Source: SPSS V.26 program outputs

It is clear from the results of Table (5) that the regression coefficient of the strategic renewal variable on organizational survival was (0.46), which means that if strategic renewal changes by one unit, organizational survival will increase by (46%), noting that the effect is significant because the calculated (t) value of (2.77) is more significant than its tabular counterpart of (2.75) at a significance level of (1%).

It is also noted that strategic renewal explains (22%) of the changes in organizational survival, while the remaining percentage (78%) is due to other variables outside the current research model. Note that the estimated model is significant overall because the calculated (f) value of (7.66) is more significant than its tabular counterpart of (7.56) at a significance level of (1%).

Accordingly, and based on the above, the second central hypothesis is accepted, which states (that there is a significant effect of strategic renewal on organizational survival).

When referring to Table (5) and in order to prove the validity of the hypotheses arising from the second central hypothesis, the following becomes clear:

The first sub-hypothesis: There is a significant effect of

exploration on organizational survival

It is clear from Table (5) the following:

A. The regression coefficient reached (0.34), which means that if the dimension changes by one unit, the organizational survival variable will increase by (34%), noting that the effect was significant because the calculated (t) value of (2.76) is higher than its tabular counterpart at a significance level of (1%), which is (2.75).

B. The value of the coefficient of determination (R²) was about (0.11), which means that the dimension explains (11%) of the changes that occur in organizational survival. In comparison, the remaining percentage (89%) is due to other factors not included in the current model.

C. We find that the calculated (F) value of (9.24) is higher than its tabular counterpart of (7.56) at a significance level of (1%). Accordingly, we note that the estimated model is significant overall.

Accordingly, the researcher concludes from the analysis of the results of Table (5) to accept the alternative hypothesis that states ((There is a significant effect of exploration on organizational survival))

Second sub-hypothesis: There is a significant effect of

entrepreneurship on organizational survival

Table (5) shows the following:

A. The regression coefficient was (0.56), which means that if the dimension changes by one unit, the organizational survival variable will increase by (56%), noting that the effect was significant because the calculated (t) value of (3.62) is higher than its tabular counterpart at a significance level of (1%), which is (2.75).

B. The value of the coefficient of determination (R²) was about (0.32), which means that the dimension explains (32%) of the changes that occur in organizational survival. In comparison, the remaining percentage (68%) is due to other factors not included in the current model.

C. We find that the calculated (F) value of (13.07) is higher than its tabular counterpart of (7.56) at a significance level of (1%). Accordingly, we note that the estimated model is significant overall.

Accordingly, the researcher concludes from the analysis of Table (5) 's results that the alternative hypothesis, which states, "There is a significant effect of entrepreneurship on organizational survival," is accepted.

The third sub-hypothesis: There is a significant effect of investing opportunities on organizational survival

Table (5) shows the following:

A. The regression coefficient reached (0.68), which means that if the dimension changes by one unit, the organizational survival variable will increase by (68%), noting that the effect was significant because the calculated (t) value of (4.93) is higher than its tabular counterpart at a significance level of (1%), which is (2.75).

B. The value of the coefficient of determination (R²) reached about (0.46), which means that the dimension explains (46%) of the changes that occur in organizational survival. In comparison, the remaining percentage of (54%) is due to other factors not included in the current model.

C. We find that the calculated (F) value of (24.27) is higher than its tabular counterpart of (7.56) at a significance level of (1%). Accordingly, the estimated model is significant overall.

Accordingly, the researcher concludes from the analysis of the results of Table (5) to accept the alternative hypothesis that states ((there is a significant effect of investing in opportunities on organizational survival)).

CONCLUSIONS AND RECOMMENDATIONS:

This research embodies a number of conclusions that

were reached based on the results of data analysis and hypothesis testing, as follows:

First: Conclusions

Colleges seek to enhance their interest in exploring new opportunities and entrepreneurship to invest in those opportunities in addition to adopting a distinct structural design that relies on clear organizational procedures and the smooth flow of information within leadership participation to exchange information. Colleges are intensely interested in the process of searching for new ways to rethink the leading practices that drive strategic renewal by quickly responding to customer requirements and creating a competitive advantage for them. The interest of the researched colleges in experimenting with a new service or new markets because this requires new skills and capabilities to overcome the phenomenon of stagnation in other colleges. The ability of colleges to explore new opportunities due to their inability to adapt to the external environment as quickly as possible. Colleges are interested in searching for modern methods to meet the needs of their customers. Colleges lack interest in the research and development department and its separation from the rest of the departments despite its great importance in improving the quality of services provided and searching for opportunities in the external environment. The colleges enjoy a certain level of organizational survival that senior management seeks to maximize and achieve in the best ways by adapting to environmental challenges and technological developments while maintaining high-performance standards that enhance employees' capabilities and abilities.

Second: Recommendations

1- The necessity of spreading the culture of strategic renewal and organizational survival in private education colleges in Babil Governorate by preparing a straightforward program for each of them and strategies that are compatible with the Iraqi environment and in a way that enhances the outputs of these colleges given that these variables are vital and compatible with the changes at present.

2- Encouraging the adoption of the concept of strategic renewal in its dimensions in the colleges under study because it is necessary for their survival, development, and keeping pace with all environmental changes.

3- The necessity of colleges' interest in the requirements of society as a whole by meeting the requirements of its various segments to remain within the circle of competition.

4- The necessity of colleges in the process of continuous improvement in their services and development.

5- Colleges must have the ability to seize new opportunities that contribute to achieving organizational survival.

6- Increasing the interest of colleges in searching for new methods to meet the needs of their customers and not allowing their competitors to exploit these opportunities.

7- The necessity of colleges' interest in the research and development department due to its importance in developing their services and creating new services that keep pace with the changes around them.

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