

The Role of Organizational Change to Improving Strategic Performance: An Analytical Study to the Opinions of Employees of Asia Cell Telecom Company

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Abstract : Business organizations are actively seeking to improve and develop their performance to ensure their growth and continuity in the market and seek change for the better, especially in light of the risk and uncertainty that negatively affects the performance of those organizations if they are not met with work mechanisms that enable them to keep pace with the changes resulting from these cases. The study aimed to find out the impact of organizational change on strategic performance. Data was obtained through a questionnaire designed to measure the answers of the study sample. The questionnaire was distributed to the employees of the company. The study population consisted of workers in Asia Cell Telecom Company in Iraq, SPSS, v.24 and SMART programs were used to find out the results of the questionnaire in order to reach the nature of the relationship between the variables of the study. The study gains its importance from the fact that it is looking at an interesting topic in order to develop performance in a way that makes the researched organization in a competitive position in its field of work. The study showed the existence of a statistically significant relationship between the two variables, where it was found that the level of organizational change practice was medium, in addition to that the arrangement of the dimensions of the field of organizational change according to the arithmetic mean came as follows: organization culture, organizational structure, technology and finally human resources, where two dimensions obtained a degree Medium evaluation, namely: organization culture, and organizational structure. The study recommended the need to address the shortcomings that occur as a result of the company's management's weakness in attracting individuals with high skills and experience and encourage the company's management to strengthen the system of rewards and incentives through the selection of qualified individuals.

Keywords: Organizational change, Strategic performance, Asia Cell Company.

INTRODUCTION: Change is one of the most important features of the modern era in various social, economic, political and administrative fields. This is the result of the massive revolution in science and technology, so change has become a visible reality at various levels because the changes that occurred in the environment surrounding a person prompted him to try to catch up with it, and thus he seeks change trying to keep pace with these changes, and organizational change in organizations is one of the types of change that he brings about. Man in his environment in order to achieve his goals through these organizations the success of any organization depends to a large extent on the compatibility between management, operations, structure and strategy. As it appeared during the period of development of the strategic research process as various models and conceptual frameworks, competitive on the one hand and complementary to each other on the other hand, these models have helped the success of organizations in relatively stable environments, but their effectiveness has become limited in the field of preparing business organizations to respond to the requirements of a changing environment, in a way that environmental changes have become increasingly unknown, or cannot be clearly defined, fast-moving, and diverse. Relying on traditional approaches to strategy is a very dangerous matter, which prompted the emergence of new directions and applications in the field of strategy to ensure that the organization responds easier and faster to unexpected cases of change that occur in the competitive environment.

In order to achieve the objectives of the study, the study was divided into three main sections, as the first section included the methodology of the study, while the second section highlighted the theoretical framework of the study, while the third section included the statistical aspect of the study and its results.

METHODOLOGY

A. Study Problem

Asia cell is one of the most prominent Iraqi communication companies, and it is in dire need to adopt the strategic management approach as a result of the economic, political and social transformations taking place in the Iraqi environment, and the repercussions of these transformations on the competitive environment at the local and global levels at the present time and in the future. And then determine its ability to type the appropriate strategic maneuver in addressing these changes, which results in building resources and capabilities that enable it to respond and adapt to

keep pace with the global development movement in this field. Strategic performance, through the following questions:

1. What is the extent of conviction among senior management in the organization under study of the importance of organizational change and strategic performance?
2. What is the extent of the researched company's interest in organizational change and its role in improving strategic performance?
3. What is the level of impact of organizational change on strategic performance in the researched company?
4. What is the nature of the relationship between performance management and strategic management in order to achieve strategic performance?
5. How to achieve effective strategic performance in achieving the competitive advantage of the organization?

B. Study importance

The importance of the study stems from the fact that it deals with two important and influential issues in the economic, administrative and environmental life of institutions, namely organizational change and strategic performance, by formulating the importance of the study in two dimensions, the first of which is the theoretical dimension represented by strategic performance in order to achieve competitive advantages for the researched organization compared to organizations operating in the same environment. The second dimension is the practical importance and is embodied in presenting what can serve the researched organization to change the convictions of senior management of the importance of the relationship between organizational change and strategic performance and investing the relationship between them to achieve competitive advantages in the long term. The importance of this study also lies in its attempt to provide a database that can be employed in order to face the changes facing the organization, both current and future.

C. Study objectives

The primary goal of each scientific study is to reach the scientific truth. This study seeks to present new additions. These additions differ from one study to another. The current study aims primarily to demonstrate the role of strategic performance in improving organizational change through the following:

1. Identify the extent of the impact of an organizational change and the clear participation of employees in its formulation and status, and the impact of the agreement of administrative levels regarding this change, as well as the impact of practical implementation and serious focus of these concepts on the level of financial performance of organizations working in the field of communications (Asia Cell) on the one hand, and knowing the impact of These concepts depend on the financial performance according to the different nature of the jobs occupied by the respondents on the other hand.
2. Measuring the impact of organizational change on the strategic performance of Asia Cell Communications Company.
3. Increasing the organization's ability to develop, survive, and continuity, by increasing its ability to adapt to the changing environment.
4. Increasing the employees' sense of the importance of the company's goals, and increasing the degree of their loyalty and belonging to it.
5. To identify the level of organizational performance of the researched organization.

D. Study Hypotheses

In order to achieve the objectives of the study, a model was built for the hypothesis scheme, Figure (1). The main hypothesis is the following:

- There is a statistically significant effect of organizational change on strategic performance in terms of their dimensions, from which the following sub-hypotheses emerge:
 - a. There is a statistically significant effect of human resources on strategic performance.
 - b. There is a statistically significant effect of the organizational structure on strategic performance.
 - c. There is a statistically significant effect of technology on strategic performance.
 - d. There is a statistically significant effect of the organization's culture on strategic performance.

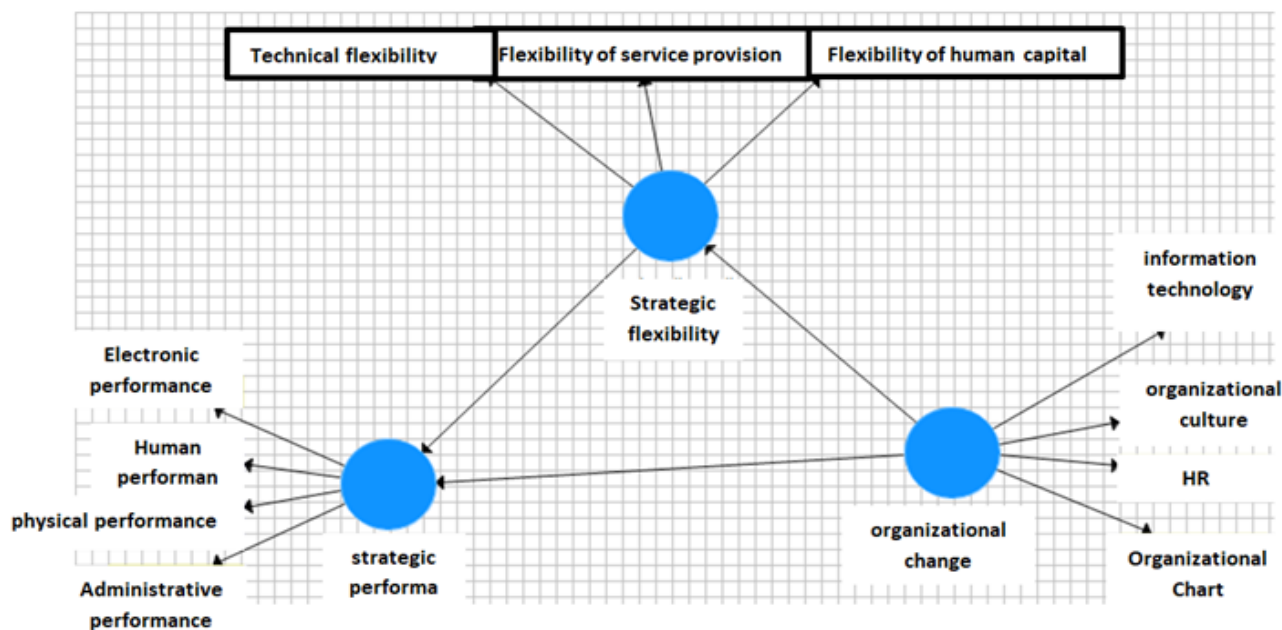


Figure (1) The hypothetical scheme of the study

E. Methodology and style of the study

The research adopted the analytical-descriptive approach to clarify the nature of the relationship between the variables of the study, as well as testing the mediation process by means of structural equation modeling. As the method determines the characteristics of the existing problem, described its nature and the type of relationship between its variables, as this approach is characterized by realism, as it studies the phenomenon as it is in reality. Most of the paragraphs of the questionnaire were designed based on ready-made standards in research and sources close to the subject of the study, which were somewhat modified to suit the Iraqi environment. Table (1) shows the composition of the questionnaire according to its main and sub-variables and multiple scales. As for the scale that was used, it is the five-point (Likert) scale in order to suit the nature of the questions asked. The applied side of the study came in Asiaccell Communications Company as one of the largest mobile communications companies in Iraq. The study was applied to a non-random sample consisting of (18 department managers), (54 department managers) and (68 division managers) in the researched company and in all governorates of Iraq. According to the (Morgan.1976) equation, if the sample size is (140), then the sample received is (120), and the researchers distributed (120) questionnaires to the sample, and (110) items were retrieved, and (98) of them were valid for analysis. The researchers also used the study data, analyzed it, and tested the hypotheses to reach the desired results, using the statistical analysis program SPSS,24 and SMART,PLS3.

Table (1) the installation of the questionnaire:

The main variables	Sub variants	The number of paragraphs	Source
Identification information	Respondent identification information	6	Preparation
Organizational change	HR	5	(Mohammed, 2008)
	Organizational chart	5	
	Technology	5	
	Organizational culture	5	
Total	4	20	
Strategic performance	Human performance	5	(Al-Taie, 2010)
	Physical performance	5	
	Administrative performance	5	
	Electronic performance	5	
Total	4	20	
Total	8	26	Indicator

LITERATURE REVIEW

First: Organizational Change

The concepts of organizational change have multiplied and varied. Some researchers focused on the technology used in defining change, and some of them focused on the organization, the organizational environment,

and organizational behavior, and some of them focused on strategies, plans, procedures, and work rules with the aim of adaptation and improvement (Al-Taei, 2010: 74), which necessitates change. Starting with the human resource. Organizational change from this point of view means reorganizing the components of a thing to improve its performance, and it is a natural phenomenon based on administrative operations that result in the introduction of development to some degree on one or more elements. It can be seen as a series of stages through which the transition from the current situation to the new situation takes place, and therefore sustainable performance can be the main element to justify organizational change (Lozano, 2012: 44) and from the perspective of the organizational approach to the organization, that is, as a system that includes a group of sub-systems that interact Among themselves, and being present in an external system that in turn consists of other more comprehensive sub-systems (economic, political, social...), any change that occurs in these systems is necessarily reflected in the change of the organization. In this In context, organizations and managers are increasingly aware of the interrelationships between economic benefits and social, environmental, and human consequences as well as their short- and long-term implications for change for sustainability (Rankin et al., 2011:63).

The procedural definition of organizational change can be defined as the continuous process of change that focuses on keeping pace with environmental changes around the organization, through a series of procedures that cannot vary in the arrangement of its episodes.

- **Dimensions of Organizational Change**

1. Human resources: It means using them optimally, linking them to work and the productivity of the worker and human elements, and evaluating the degree of achievement and achieving the goals of the organization, and this reflects the mechanism for achieving or satisfying the employee with the requirements of the job, and achieving the most appropriate performance and the goals or outputs that the organization seeks to achieve (Jaber, 2017: 49)

2. Organizational chart: It aims to structure the organization in an integrated way, allowing individuals to work collectively to achieve the common goal. Who sets the factors and boundaries between the path of authority and responsibility, and the distribution of work and effort among individuals, but we find that the achievement of workers requires unplanned actions and decisions that depend on informal relations between the members of the organization, and this is what is known as the informal organization, which is organizations that arise and grow within the formal organization in a form Unintentional or spontaneous due to the large size of the official organization. (Al Sharif & Sultan, 1998: 56).

3. Technology: It represents the most important source of bringing about change in the current century, as it seems clear that the accelerated scientific development in all aspects of life, and the technical development in the industrialized countries has brought about a parallel change in the structures of their workforce, as it has moved from its traditional hierarchical form to organizations of minds and knowledge and not business organizations Routine, and as a result, a change in training curricula, a change in performance standards, and access to total quality

4. Organization culture: It affects the values, attitudes, and behavior of individuals as subordinates, bosses, customers, and suppliers. The culture of the environment does not only affect the behavior of employees and their way of dealing, but this culture is reflected in the existing structure, the prevailing management style, communication and information systems, and the methods of individuals in solving problems and making decisions. It also affects In customer trends, especially in demand volume, product design, marketing mix, and methods of dealing with customers (Mustafa, 2001: 36).

Second: Strategic Performance

Performance is considered like other administrative issues. No consensus has been reached on a specific concept as a result of the diversity of areas that the organization seeks to measure, as well as their difference from one organization to another according to the nature of its activities and the philosophy of senior management towards its importance.

(Conger, 2018: 33) defines performance as representing the completion of work as it should be done. Whereas (Jones & George, 2008: 6) it is a measure of how resources are used by managers efficiently and effectively to satisfy customers and achieve the goals of the organization. (Wheelen & Hunger, 2010: 379) believes that it is a reflection of how the organization uses its material and human resources for the purpose of achieving its goals, and that it is the final result of the organization's activity. (Rylkova & Chobtova, 2014:2) indicated that it is the way to achieve a sustainable competitive advantage, and with this competitive advantage the organization obtains exceptional financial returns as a result of high performance .

Whereas (Robbins & Coulter 2009: 82) sees the final accumulated result of all the organization's work activities, and (Peng , 2009: 4) indicates that as a result of the organization's activities, it represents a response to the industry structure in which the organization operates, which can be classified into the normal performance rate, And the rate of performance is below normal, and the rate of performance is above normal. (David,2001) Confirmed that he results of the activities that are expected to meet the objectives set.

The procedural definition of strategic performance can be defined as a set of economic and non-economic organizational components derived from within and outside the organization, controlling and directing them in order to improve and maintain the performance of the organization.

- **Dimensions of strategic performance**

He indicated (Hampel & Simonson, 1999: 58-79). (Ross, 1999: 156-180). (Miller & Dess, 1996:12) to the basic areas of strategic performance, which include:

1. **Financial performance**

a. **Maximizing the market value:** Maximizing the value of shares is considered one of the strategic objectives pursued by the organization in order to have an impact on achieving the goal of growth in the future, as the market value of the share is calculated according to the following formula:

$$P_0 = \sum_{t=0}^{\infty} \frac{E(1)}{r - g}$$

Where P_0 = share price, $E(D)$ = expected dividend, r = discount rate and g = constant annual growth rate in the dividend.

It also affects the expectations of shareholders and attracting new investors.

b. **Maximizing profitability:** Although the stock market value index represents the market's evaluation of the organization's performance, the financial analyst resorts to profitability indicators to make the evaluation more realistic. These indicators are:

- Ownership Multiplier (LM) = Assets / Ownership.
- Interest Margin = Interest Income - Interest Expense / Revenue Assets.
- Return on Equity (ROE) = Net Income / Equity.
- Net Margin = Net Income/Return.
- Return on Assets (ROA) = Net Income / Assets.

c. **Reducing risks**

These risks include:

- Market Risk = book value of assets / market value.
- Earning risk = standard deviation or variance of net income after tax.
- Credit Risk = Loss Loans / Proprietary capital.
- Interest Risk = interest on risky assets/interest on risky liabilities.
- Liquidity risk = short-term investments / deposits.

2. **Operational Performance:** The most important indicators of operational performance are:- (Mufleh, 2001: 10)

- a. Asset productivity = revenue / assets.
- b. Labor productivity = net operational / number of employees.
- c. Operational Efficiency = Operating Expenses / Operating Revenue.
- d. Operational Efficiency = Operating Expenses / Operating Return.

3. **Competitive performance:** It reflects the organization's desire to build a competitive position, growth and survival, and if operational and financial performance represent the short-term internal perspective of strategic performance, then competitive performance represents the strategic perspective.

The relationship between organizational change and strategic performance

After the prevalence of the globalization of markets, the shrinking of the life cycle of products, and the phenomenon of transcontinental organizations (the networked organization) has grown, as well as the adoption of expert systems in decision-making, and other transformations, making change inevitable (Ahmed, 2010). Where (Leeuw et al., 2019) found that companies adjust their investment portfolio and its diversification. As for (Koryak et al., 2018) and (Revilla & Rodríguez-Prado, 2018), they studied the tensions arising from exploration and exploitation and offered clear solutions for organizations in order to address these tensions. (Garfagnini et al., 2014) indicated that communication allows information to be transferred (incompletely) to a similarly uninformed manager; That is, whenever there is a modern channel for transmitting technological information, the better, safer and faster the results will be during the request for information and more accurate, and vice versa, as the information becomes more vulnerable to spread, theft and easy smuggling, and the inaccuracy of the results, which causes confusion to the organization, and this is reflected in the quality of services provided to the customer. In addition to the emergence of a problem in the strategic

performance and future plans developed by the organization. (Colombo & Delmastro, 2002) who analyze factors related to structural inertia related to the reorganization of the number of hierarchical layers in Italian manufacturing organizations, found that if there is strong evidence of significant inertia, organizational change is more likely if the organization adopts new technologies and management practices. Human resources are also new. (Colombo & Delmastro, 2004:59) see that communication techniques help in delegating decisions related to important organizational change, and therefore sustainable performance can be the main element to justify organizational change, that is, there is a relationship between organizational change and performance (Lozano, 2012 & Orji, 2019), as the development of infrastructure support, facilities for sustainable operations, and supportive motives for making this change can be helpful in having the financial capacity of the organization. (Blok et al., 2015); (Luthra et al., 2016); (Tseng et al., 2013); (Allais et al., 2017); (Kavilal et al., 2017); (Luthra et al., 2017). It is also possible to access advanced technology for sustainable operations such as renewable energy technologies, green technologies for production, waste management and recycling, in order to reach a distinguished strategic performance. (Kaushik et al., 2014); (Lorek & Spangenberg, 2014); (Luthra et al., 2016); (Mangla et al., 2015). This requires sufficient product information to be provided to customers in order to create and enhance public awareness of sustainable products. (Islam et al., 2016), (Guo et al., 2017), (Cherry & Pidgeon, 2018); (Smol et al., 2018); (Wang et al., 2018), and sustainable goals and processes are integrated into the Proactive plans in organizational plans and strategies in order to achieve goals. (Almeida et al., 2015); (George et al., 2016); (Allais et al., 2017); (Machado et al., 2017); (Wijethilake, 2017). It also establishes development courses for employees of the organization to ensure their skills and competencies to improve environmental issues. (Orji & Wei, 2015); (Wu, 2015); (Ameknassi et al., 2016); (Tan et al., 2016).

THE RESULTS OF THE STATISTICAL ANALYSIS

• **Description of the study variables:** The organizational change is represented by the independent variable, while the strategic performance was the dependent variable. The descriptive analysis method was followed for all variables, which is based on the results of the statistical analysis that were measured through the questionnaire.

Reliability of the questionnaire

Table (2) Cronbach's alpha coefficients:

axis or dimension	The number of paragraphs	Alpha-Cronbach
HR	5	0.69
Organizational Chart	5	0.88
Information technology	5	0.89
Organization culture	5	0.77
Organizational change	20	0.93
Human performance	5	0.89
Physical performance	5	0.85
Administrative performance	5	0.86
Electronic performance	5	0.87
Strategic performance	20	0.96
Total	40	0.98

The results in the above table show that the coefficient values are greater than 0.50, which indicates the stability and credibility of the questionnaire

Confirmatory factor analysis:

The first axis: organizational change

Through the statistical program AMOS vr.24, the confirmatory factor analysis was used to create a structural modeling scheme for the organizational change axis and its related paragraphs, and then the criteria were used to accept or reject the model.

Paragraphs of axis dimensions (organizational change)

In order to determine the suitability of the constructivist model for the confirmatory global analysis of the axis of organizational change, the values of the criteria for accepting and rejecting the model are shown, as in the following table:

Table (3) Criteria for suitability of the model for the first axis

The standard used	X ² (df) Sig.	IFI	CFI	RMSEA
Standard value	545.286 (164) 0.000	0.77	0.76	0.00
Decision	The form is appropriate	The form is appropriate	The form is appropriate	The form is appropriate

Through the above table, it is clear that the values of the criteria used indicate the suitability of the proposed model, in other words, it is possible to rely on the results produced by this model in the analysis.

The second axis: strategic performance

Through the statistical program AMOS vr.24, he used the confirmatory factor analysis to form a structural modeling scheme for the strategic performance axis and its dependent paragraphs, and then used the criteria to accept or reject the model.

Paragraphs of the dimensions of the axis (strategic performance)

In order to determine the suitability of the constructivist model for the confirmatory factor analysis of the strategic performance axis, find the values of the criteria for accepting and rejecting the model, as in the following table:

Table (4) Criteria for suitability of the model for the second axis

The standard used	X ² (df) Sig.	IFI	CFI	RMSEA
Standard value	732.952 (164) 0.000	0.70	0.70	0.00
Decision	The form is appropriate	The form is appropriate	The form is appropriate	The form is appropriate

Through the above table, it is clear that the values of the criteria used indicate the suitability of the proposed model, in other words, it is possible to rely on the results produced by this model in the analysis.

Results of the descriptive analysis of the organizational change variable:

Table (5) shown below shows the arithmetic mean and standard deviation for all dimensions of organizational change related to the answers of the study sample.

Table (5) The arithmetic mean and standard deviation of organizational change:

Dimensions	Paragraphs	Paragraph description	Mean	Std. deviation	Relative importance
Human resources	X1	The company seeks to attract highly skilled and experienced individuals	1.9432	1.03233	39
	X2	The company works to promote the system of rewards and incentives	2.0341	.91537	41
	X3	The company seeks to form specialized work teams to complete the work	2.1250	.78510	43
	X4	The company is keen to assign business to highly qualified individuals	2.1136	1.04422	42
	X5	The individuals working in the company have the conviction of the importance of change	2.3864	.96409	48
Total human resources			2.1205	.63502	42
Organizational Chart	X6	The company often resorts to making adjustments in the formations of its organizational structure, such as canceling, merging, or creating units and divisions, in a manner commensurate with the circumstances it faces.	2.2386	1.12438	45
	X7	The rules in force in the company are flexible	2.6136	1.23579	52
	X8	The company's organizational structure is flexible enough to make any modifications	2.4318	1.16259	49
	X9	The organizational structure of our company allows direct communications between departments	2.0909	.87935	42
	X10	The company seeks to reorganize jobs in a way that reduces the time in completing the work	2.5114	1.37293	50
Total organizational structure			2.3773	.95336	48
Technology	X11	The company supports change processes with advanced technologies	2.2273	1.01401	45
	X12	The company's management adopts sound planning to introduce advanced technology in the activities	2.3295	1.09041	47
	X13	The company resorts to technological changes in the belief that it needs everything new in the field of services	2.3409	1.06011	47

		to which it belongs.			
	X14	Individuals in the company can be prepared to receive advanced technology	2.1364	1.15651	43
	X15	The company often resorts to the introduction of advanced technology as a means to achieve its goals and increase its chances of success	2.2727	.88053	45
Total technology			2.2614	.86694	45
Organization culture	X16	Achieving the company's goals is part of the priorities of all employees	2.3295	.82659	47
	X17	The company is committed to ethical and professional standards at work	2.3409	.85617	47
	X18	The company's services are of high quality	2.6932	1.23510	54
	X19	Employees care about the success of the company and strive to achieve it	2.2955	.92425	46
	X20	The company adopts a time-setting mechanism to organize the attendance and departure of employees	2.7727	1.03643	55
Total culture of the organization			2.4864	.71232	50
Organizational change Valid N (listwise)			2.3114	.68442	

The source was prepared by the researchers based on the program (SPSS: 21).

The results of Table (5) show the following:

1. The arithmetic means of the respondents' responses to the dimensions of human resources ranged between (1.943-2.386) with a medium and low evaluation score, as Paragraph (5) states that "the individuals working in the company are convinced of the importance of change" with an arithmetic mean of (2.386) and a standard deviation. (0.964)" came in the first place with a medium degree, while paragraph (1) which states "the company seeks to attract individuals with high skills and experience" with its arithmetic mean (1.943) and standard deviation (1.032), came in the last rank with a low score. In general, the human resources came at an arithmetic mean (2.120) and a standard deviation (0.643), which indicates low dispersion, that is, there is convergence and homogeneity in the responses of the respondents towards the practice of human resources in the Iraqi Asia cell Telecom Company, which came at a low evaluation level.
2. The arithmetic means of the respondents' responses to the dimensions of the organizational structure ranged between (2.613-2.090) with a medium and low evaluation score, as paragraph (7) which states "the rules in force in the company are flexible" came with an arithmetic mean (2.613) and a standard deviation (1.235) came in the first place with a medium degree, while paragraph (9) which states "The organizational structure of our company allows direct contacts between departments" with its arithmetic mean (2.090) and its standard deviation (0.879), came in the last rank with a low degree. Human resources came at an arithmetic mean of (2.377) and a standard deviation of (0.953), which indicates low dispersion, meaning there is convergence and homogeneity in the responses of the sample towards the practice of the organizational structure in the Iraqi Asia cell Telecom Company, which came at a medium evaluation level.
3. The arithmetic means of the respondents' responses to the dimensions of technology ranged between (2.340-2.943) with a medium and low evaluation score, as paragraph (13) states that "the company resorts to technological changes out of its belief in its need for all that is new in the field of services." To which it belongs, "with an arithmetic mean (3.340) and a standard deviation (1.060)" it came in the first place with a medium degree, while paragraph (14) which states "individuals in the company can be prepared to receive advanced technology" with its arithmetic mean (2.136) and a standard deviation (1.156). it ranked last and with a low score. In general, technology came at an arithmetic mean (2.261) and a standard deviation (0.866), which indicates low dispersion, meaning there is convergence and homogeneity in the respondents' answers towards the practice of technology in the Iraqi Asia cell Telecom Company, which came at a medium evaluation level.
4. The arithmetic means of the respondents' responses to the dimensions of the organization's culture ranged between (2.386-1.943) with a medium and low evaluation score, as Paragraph (20) states that "the company relies on a time-setting mechanism to organize the attendance and departure of employees" with an arithmetic mean of (2.771) and a deviation Normative (1.036)" came in the first place with a medium degree, while paragraph (19) which states "The workers care about the success of the company and strive to achieve it" with its arithmetic mean (2.295) and its standard deviation (0.924), it came in the last rank with a low degree. The culture of the organization came at an arithmetic mean of (2.486) and a standard deviation of (0.712), which indicates low dispersion, that is, there is a

convergence and homogeneity in the responses of the sample members towards practicing the culture of the organization in the Iraqi Asia cell Telecom Company, which came at a medium evaluation level.

Results of the descriptive analysis of the strategic performance variable:

Table (6) shown below shows the arithmetic mean and standard deviation for all dimensions of strategic performance related to the answers of the study sample, consisting of (20) items.

Table (6) shows the arithmetic mean and standard deviation of the strategic performance:

Dimensions	Paragraphs	Paragraph description	Mean	Std. deviation	Relative importance
Human performance	Y1	The company adopts an incentive system directly related to production in order to distinguish between employees	2.4773	.90943	50
	Y2	The company introduces its employees to training courses for their development	2.7159	1.16411	54
	Y3	The turnover rate is very low in the company	2.3182	.97728	46
	Y4	Opportunities for promotion and career advancement are available in the company	2.9659	1.15916	59
	Y5	The company's management is constantly trying to develop the expertise of its employees	2.7159	1.07156	54
Total human requirements			2.6386	.88765	53
Physical performance	Y6	The company pays its short-term obligations through the liquidity available to it	2.4205	1.19117	48
	Y7	The company has the ability to increase its revenues	2.9659	1.40973	59
	Y8	The company's profit levels have evolved	2.1477	.97721	43
	Y9	The company achieves good returns on invested capital	1.9659	.77976	39
	Y10	The company has the ability to reduce its expenses (costs).	2.4318	1.15266	49
Total physical requirements			2.3864	1.15266	48
Administrative performance	Y11	The company works to make changes in the administrative levels when necessary	2.3750	.95065	48
	Y12	Workers are convinced that the salaries they receive are suitable for their duties and the work they do	2.5455	.90857	51
	Y13	The company works to establish a culture of change to keep pace with environmental changes	2.9205	1.37483	58
	Y14	The company seeks to satisfy the employees by providing material and moral support	2.5227	1.22218	50
	Y15	The company adopts the method of using the best available human resources and information	2.2500	1.01992	45
Total administrative requirements			2.5227	.89001	50
Electronic performance	Y16	The company is reviewing the communication systems and methods used according to contemporary developments	2.2614	.94071	45
	Y17	The company updates electronic programs in line with changes in the field of communications	2.3068	1.06521	46
	Y18	It works to make a change in information technology from computer hardware and ready-made programs to improve performance	2.2955	.96083	46
	Y19	The company is keen to introduce new devices and suitable equipment in the field of communications	2.3295	.82659	47
	Y20	The company is constantly developing modern disciplines to keep abreast of developments in the field of communications	2.2841	1.03889	46
Total electronic administration			2.2955	.79016	46
Strategic performance			2.4608	.81182	

The source was prepared by the researchers based on the program (SPSS: 21).

The results of Table (6) show the following:

1. The arithmetic means of the respondents' responses to the dimensions of human performance ranged between (2.965-2.318) with a medium and low evaluation score, as paragraph (4) which states "opportunities for

promotion and job advancement are available in the company” came with an arithmetic mean (2.965) and a standard deviation (1.159)” came in the first place with a moderate degree, while paragraph (3) which states “the turnover rate is very low” in the company “with its arithmetic mean (2.318) and its standard deviation (0.977), came in the last rank with a low degree. In general, the human performance came at an arithmetic mean (2.638) and a standard deviation (0.887), which indicates low dispersion, meaning there is convergence and homogeneity in the responses of the sample towards the practice of human performance in the Iraqi Asia cell Telecom Company, which came at an average evaluation level.

2. The arithmetic means of the respondents’ responses to the dimensions of physical performance ranged between (2.613-2.090) with a medium and low evaluation score, as paragraph (7) which states “the company has the ability to increase its revenues” came with an arithmetic mean (2.965) and a standard deviation (1.409).) came in the first place with a moderate degree, while paragraph (9) which states that “the company achieves good returns on invested capital” with its arithmetic mean (1.965) and standard deviation (0.779), came in the last rank with a low degree. The physical performance has an arithmetic mean of (2.386) and a standard deviation of (1.152), which indicates a high dispersion, that is, there is divergence in the responses of the respondents towards the practice of the material requirements in the Iraqi Asia cell Telecom Company, which came at a medium evaluation level.
3. The arithmetic means of the respondents’ responses to the dimensions of technology ranged between (2.250-2.920) with a medium and low evaluation score, as Paragraph (13) states that “the company is working to establish a culture of change to keep pace with environmental variables” with an arithmetic mean of (3.920) and a standard deviation (1.374)" came in the first place with a medium degree, while paragraph (15) which states "the company adopts the best method of using available human resources and information" with its arithmetic mean (2.250) and its standard deviation (1.019), it came in the last rank with a low degree. In general, the administrative performance came at an arithmetic mean (2.522) and a standard deviation (0.890), which indicates low dispersion, meaning there is convergence and homogeneity in the responses of the sample towards the practice of administrative performance in the Iraqi Asia cell Telecom Company, which came at a medium evaluation level.

Test the Study Hypotheses

Direct impact hypothesis testing

The second step in the structural equation model is to test the structural model, and it can only be started after passing the first step of evaluating the measurement model and after verifying the reliability and reliability of the variables. Simple using the program (SMARTPLS). Where the results of the study showed that there is a statistically significant effect of organizational change on the strategic performance in the Iraqi Asia cell Telecom Company, and the R2 value of (0.505) indicates that the organizational change in its dimensions explains (50.5%) of the changes that occurred in the strategic performance as a result of the practice of change. Organizational change in the company, and it appears from the results of the partial analysis of this hypothesis that all dimensions of organizational change contribute to a direct impact on strategic performance at a level of statistical significance less than (0.05). Significance (0.05) of the organizational change and its dimensions on the strategic performance in the Iraqi Asia Cell Telecom Company, as shown in Table (7).

Table (7) The value of the regression coefficient and its significance for the regression model:

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.773	.239		3.239	.002
	HR	.796	.108	.623	7.379	.000
a. Dependent Variable: Strategic performance						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.899	.149		6.013	.000
	Organizational Chart	.657	.058	.772	11.252	.000
a. Dependent Variable: Strategic performance						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		

1	(Constant)	.745	.143		5.202	.000
	information technology	.759	.059	.810	12.820	.000
a. Dependent Variable: Strategic performance						
Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.052	.167		.310	.757
	Organization culture	.969	.065	.850	14.969	.000
a. Dependent Variable: Strategic performance						

CONCLUSION:

The results of the statistical analysis showed the nature of the relationship between organizational change and strategic performance, as follows:

1. Results related to the level of organizational change in the company.

The results related to the level of organizational change practice in the Iraqi Asia Cell Telecom Company showed that the level of practice was medium, and the results showed that the arrangement of the dimensions of the field of organizational change according to the arithmetic mean came as follows: organization culture, organizational structure, technology and finally human resources, where it got two dimensions. A medium evaluation score, which is: organization culture and organizational structure, while the other two dimensions received a low evaluation score, which are: technology and human resources. The reason for this result is that the company under study adopted the idea of using organizational culture for its administrative leaders who are in charge of running the business within the work environment that needs an organized structural organization of the organization; As the matter sometimes seems to be mandatory for the conduct of business, and organizational change is considered an accurate indicator of the extent to which the company prevents this from becoming a source of well-being for employees, which may constitute an opportunity to increase the company's productivity and improve performance, as well as an opportunity to develop and provide information with minimal effort and in the fastest time by paying attention to technology.

2. The results related to the level of strategic performance in the company.

The results related to the level of strategic performance practice in the Iraqi Asia cell Telecom Company showed that the level of practice was medium, and the results showed that the arrangement of the dimensions of the field of strategic performance according to the arithmetic mean came as follows: human requirements; administrative requirements; material requirements, and finally electronic management, where three dimensions received an average evaluation score, namely: human requirements; administrative requirements; And material requirements, while the electronic management dimension received a low evaluation score, and the reason for this result is that the company under study is working to provide all requirements related to human, material and administrative resources within the work environment and according to the necessary needs in order to conduct business on a regular basis.

3. Testing the study hypotheses discussion:

The results related to the hypotheses of the study showed the following:

There is a statistically significant effect at the level of significance ((0.05) for the organizational change and its dimensions on the strategic performance in the Iraqi Asia cell Telecom Company, and this result indicates the company's focus on the practice of organizational change as it allows it to provide electronic services that require high levels of quality and security, as indicated That the practice of organizational change continuously helps the telecommunications company to eliminate the problems and errors that its customers were facing when using electronic services, and this result also indicates the speed of changes taking place in the communications environment, as the technical work at the present time is characterized by an unprecedented speed of change, which requires communication companies to respond For this organizational changes and to provide its services in a distinctive manner and high quality

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