

## The Effect of Strategic Renewal on Organizational Survival / An Analytical Study of the Views of a Sample of Administrative Leaders and Lecturers in Private Universities and Colleges in Babylon Province

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**Abstract:** The current research sought to test the level of contribution of strategic renewal in its dimensions (exploring opportunities, entrepreneurship, and investing opportunities) in achieving organizational survival in its dimensions (adaptability, maintaining high performance standards, and achieving job performance goals). It adopted strategic renewal as an independent variable, while organizational survival came as a dependent variable. The questionnaire was used as a main tool for collecting data and information. A random sample consisting of (50) administrative leaders in the private colleges was selected. The descriptive analytical approach was used in presenting and analyzing the study information. For data processing, the researcher used a number of statistical methods, namely the weighted arithmetic mean, the intensity of the answer, the standard deviation, the coefficient of variation, the simple correlation coefficient (Pearson) and the simple and multiple regression coefficient.

One of the most prominent conclusions reached by the study is that the colleges of the research sample seek to enhance their interest in exploring new opportunities and entrepreneurship to invest in those opportunities, in addition to adopting a distinct structural design based on clear and streamlined organizational procedures for the flow of information within the leadership participation to exchange information to achieve its organizational survival.

**Keywords:** (Strategic Renewal, Organizational Survival, Private Colleges/ Babylon).

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**Introduction:** Strategic renewal is a core contemporary approach to organizational continuity, and it is also a means to increase the ability of the organization to survive and adapt in a dynamic environment characterized by rapid change, increasing competition, and rapid technological developments. Organizations' reliance on traditional strategies has become insufficient to achieve growth or even maintain their existence. Its vital role lies in enhancing organizational survival, as it allows organizations to anticipate changes instead of merely reacting to them, and helps them build competitive capabilities that are difficult to imitate. Furthermore, organizations that build a culture of renewal are more capable of facing crises, exploiting opportunities, and transforming weaknesses into sources of sustainable strength, and it has clearly appeared in recent administrative studies, and the organizational survival of universities of all kinds can be achieved by individuals who have integrated and high capabilities and skills among them through the exchange of ideas and putting them in workshops and exploiting their internal energy fully in order to achieve their set goals by taking advantage of previous experiences and working to face the internal challenges.

This prompted them to think about strategic renewal, as it is the most appropriate combination of capabilities and resources in an attempt to legislate the survival of organizations in the turbulent environment, that is, strategic renewal is a fact that indicates the creativity of technology rather than an effort for comprehensive change in addition to being a purposeful activity "to create harmony and keeping pace with the available technology on the basis and for the purpose of achieving the objectives of the research, it was structured in four chapters divided into several sections: Chapter One, which deals with some previous knowledge contributions and the research methodology, and includes two sections, the first of which is devoted to reviewing and discussing some previous knowledge contributions and the second is devoted to the research methodology.

Chapter two dealt with the theoretical framework of the research and includes two sections: the first was devoted to strategic renewal, while the second focused on organizational survival. By contrast, chapter three focuses on the

scientific (practical) dimension. With regard to chapter four, it has two parts: the first part presents the conclusions, while the second part presents the recommendations.

### **Section One / Research Methodology**

#### **First: Research Problem:**

Globalization and the changing dynamics of globalization in relation to the changing environment of the workplace have created significant competitive and technological challenges for private educational institutions as a result of the rapid globalization of economies and markets and increased competitive rivalry. This calls for the optimal utilization of the institution's scarce resources and for creating innovative opportunities that would lead to a renewal of strategies in accordance with the changing environment, rapid response to emerging needs in terms of satisfying societal needs for viability and sustainability.

Therefore, it has become increasingly important for universities to recognize the critical significance of strategic renewal, as exploration, innovation, and creativity have become more relevant. For that reason, it is important for colleges to appoint individuals who are innovative and creative thinkers in leadership roles, as they can more effectively contribute to improving the performance of their teams in the future. Thus, on the premise of this assumption, it is crucial to conduct a research within colleges to address these challenges and ensure their sustainability and survival. This will include establishing the importance of strategic renewal and its effects on the performance of the colleges under study, particularly after realizing a level of ambiguity within the study population regarding the concepts of strategic renewal and survival. By establishing the relationship between these two concepts, they can be used effectively to ensure the achievement of the objectives of these colleges in a dynamic environment. Therefore, the research problem can be defined as follows:

Thus, it has become vital for the university to comprehend the importance of strategic renewal, considering the fact that exploration, innovation, and creativity have become more relevant. In this respect, it would be vital for the university to employ administrative leaders who embody innovation and creativity, considering the fact that these two concepts would be instrumental in enhancing the potential performance of the teams involved. On the basis of the above argument, it would be vital for conducting a research study within the colleges with the aim of resolving the identified challenges while ensuring sustainability. This would involve understanding the importance of strategic renewal in the performance of the concerned colleges under investigation, considering the fact that the participants involved were experiencing ambiguity in the concept of strategic renewal in the context of organizational survival. This would be instrumental in articulating the research problem through the following questions:

- a) Is there a correlation between the impact of strategic renewal and the achievement of the dimensions of organizational survival?
- b) Have the private colleges included in the research sample achieved organizational survival in their specific environment?
- c) What is the nature of the correlation and the impact between strategic renewal and organizational survival?
- d) To what extent does strategic renewal influence the achievement of organizational survival among the private colleges studied?

#### **Second: Research Importance**

The topic of this research is vital and essential for the survival of private universities in today's business world, as it grants them a distinguishing feature over others, enabling them to keep pace with globalization and withstand competitive pressures. The study also derives its importance from the significance of its variables and the research topics it seeks to address, as well as from the outcomes and implications it may generate for the colleges under investigation. The importance of the research can be divided into:

- a. Providing a theoretical framework for the research variables—strategic renewal, , and organizational survival—and deepening the understanding and comprehension of these concepts so that they contribute to previous research and studies, with the aim of achieving intellectual enrichment and knowledge accumulation regarding the research variables.
- b. Contributing to the Iraqi library with a modest scientific effort that addresses important topics in management, which is characterized to some extent by development and modernity.
- c. Striving to develop the capabilities of the colleges under study in adopting entrepreneurial thinking, as it plays an active and effective role in achieving organizational survival.

**Third: Aims of the Study**

The primary aim of this research is to study the role of strategic renewal in achieving organizational survival in private colleges in Babil Governorate. This is pursued through the following objectives:

1. To diagnose the levels of strategic renewal and organizational survival in the colleges under study.
2. To provide benefits through offering insights and recommendations for achieving strategic renewal, which represents an urgent need that enhances their organizational survival.

**Fourth: The Hypothetical Research Framework**

Based on the theoretical framework of strategic renewal and organizational survival literature, and in light of the research problem, its importance, and its objectives, the researcher worked on synthesizing a hypothetical research framework that clarifies the relationship between these variables and the directions of influence within them, and this is what Figure (1) shows below:

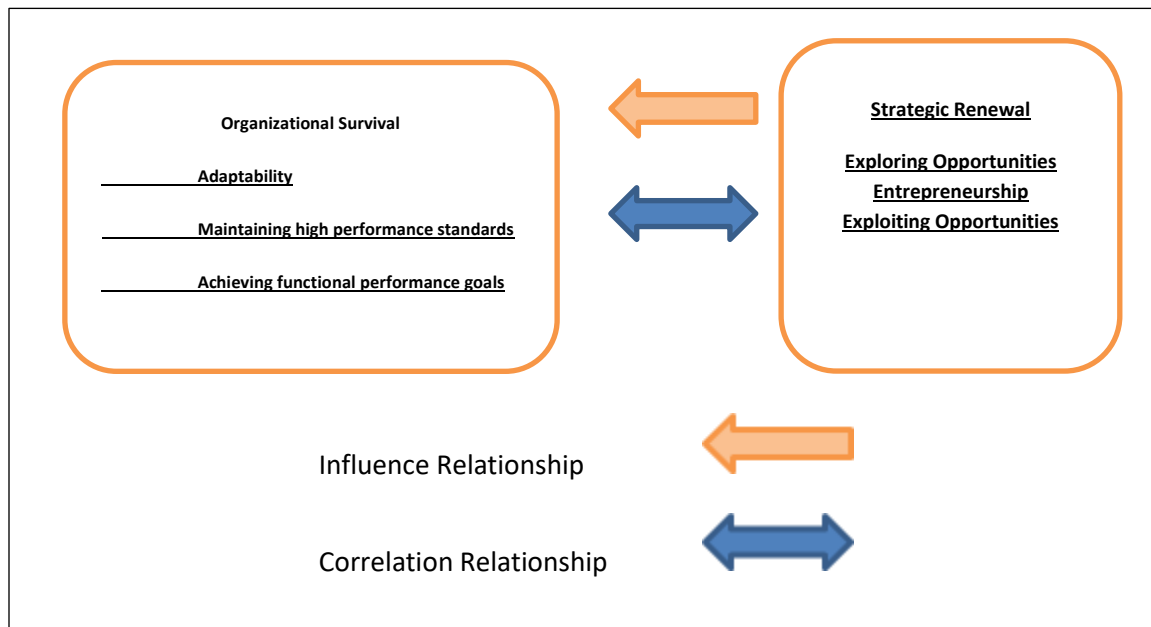


Figure (1) The Hypothetical Research Framework

The measures were adopted based on (Martinez, 2010; Drakopoulou, 2011; Kearney, 2015; Erdoğan, 2022; Gadi et al., 2024: 3; Deniz & Aydogan, 2020: 143).

**Fifth: Research Hypotheses**

The research hypotheses were formulated based on the research problem and objectives. They consist of a group, some of which relate to correlation relationships between the research variables, and others that relate to influence relationships. This research included three main hypotheses. The research problem is crystallized in a set of questions from which a number of sub-hypotheses are derived, as follows:

**1 - The First Main Hypothesis:**

(There is a statistically significant correlation relationship between strategic renewal and its dimensions and organizational survival).

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

- A- There is a statistically significant correlation between exploration and organizational survival.
- B- There is a statistically significant correlation between exploiting opportunities and organizational survival.
- C- There is a statistically significant correlation between entrepreneurship and organizational survival.

**2- The Second Main Hypothesis:**

(There is a statistically significant influence relationship of strategic renewal and its dimensions on organizational survival).

(And three sub-hypotheses branched from it:)

A - There is a statistically significant relationship of influence for exploring opportunities in organizational survival.

B - There is a statistically significant relationship of influence for investing in opportunities in organizational survival.

C - There is a statistically significant relationship of Entrepreneurship in organizational survival.

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

**Sixth: Research Boundaries:**

The research boundaries were as follows:

1-Spatial Boundaries: The spatial boundaries of the research were represented by the geographical location of the (private colleges in the Babylon Governorate) to complete the field aspect of the study. These colleges were selected by the researcher based on an initial field survey conducted on a group of organizations in the Babylon Governorate. It was found that private colleges were the ones most in need of having the research variables tested within them, in addition to achieving varying annual revenues and profits.

2-Human Boundaries: The research was applied to a random sample that included assistant deans, heads of scientific departments, and faculty members at Al-Mustaqbal University College and Al-Hilla University College.

3-Research-related Boundaries: The research boundaries are centered on addressing two variables (Strategic Renewal and Organizational Survival), in addition to the sub-variables they contain.

**Seventh: Research Population and Sample**

Research Population: The research population consists of employees working in the organization. A random sample of (50) employees will be selected, and a questionnaire will be distributed to them.

**Data Collection Method**

Secondary Study: A review of previous books and studies on e-governance and its impact on organizational excellence will be conducted.

Field Study: Questionnaires will be distributed to the study sample to gather their opinions.

**Eighth: Operational Definitions of the Current Research Variables**

This section includes the operational definitions of the research variables to translate the framework and scope of the independent and dependent research variables. They are determined in light of the logical relationships enhanced by the theoretical and experimental aspects under the tested research hypotheses and model, as shown in Table (1) of the applied definitions of the current research concepts.

**Table (1) Applied Definitions of Research Concepts**

Variable	The applicable definitions
Strategic Renewal	It is the organization's ability to improve and develop its strategies by focusing on entrepreneurship and adopting creativity and innovation as a means of renewal and investing available opportunities to achieve a competitive advantage in the labor market.
Exploration	It is a systematic process in which an individual seeks new or unknown information through observation, experimentation, questioning, and the use of tools and materials. Exploration is embodied in measurable behaviors such as direct data collection.
Entrepreneurship	It is the organization's ability to create and innovate, and to adopt risk-taking to achieve the best results.
Organizational Survival	It is the possibility of achieving sustainability and continuity in the labor market by responding to environmental variables, taking swift actions for sudden changes, maintaining quality in the offered goods and services, and achieving efficiency and effectiveness in employee performance.

**Section One: Strategic Renewal in Organizational Survival**

**Topic One: Strategic Renewal**

**First: The Concept of Strategic Renewal**

Organizations are currently facing pressures in the global market, so they must focus on productivity and efficiency. This is because global quality is no longer sufficient for their long-term success, which drives them to seek opportunities to respond to the surrounding environmental changes. This has encouraged business organizations to participate in renewal processes to overcome environmental turbulence and competition. Therefore, renewal is considered one of the

approaches within the strategic management literature. The following are some specific concepts of strategic renewal from the perspectives and opinions of some researchers:

(Sultan, Hikmat Rashid, 2021) states that strategic renewal is "the organization's ability to replace and change features that have a significant and fundamental impact on the organization, and therefore, management must be informed about this core phenomenon."

(Nashmi, Ahmed Jamar, 2020) agreed that strategic renewal is "the process of preparing for adaptation and replacing the organizational characteristics and attributes of organizations with the ability for a long-term impact." These critical characteristics and attributes include the organization's structure, business processes, organizational goals, capabilities, and human resources.

According to (Afif, Siham, 2020), the concept of strategic renewal is defined as "the steps an organization takes to change the activities of managers at different levels, from top to bottom and vice versa. It is also the way an independent entity studies its investments by seizing opportunities, and it is the way managers and employees share knowledge inside and outside the organization's boundaries."

(Al-Banna, Zainab, 2016) Strategic renewal is not limited to changing core capabilities, but also involves changes in strategic repositioning, the employment of knowledge, and the creation of learning opportunities (Dewberry, 2004:53).

Al-Taie (2016: 175) defined strategic renewal as "an administrative activity that works to create and acquire knowledge that brings about changes in strategy, whether at the level of core capabilities or the organization's products."

Strategic renewal is also defined as "a broad and comprehensive plan aimed at altering the structure of a high-performance strategy" (Riviere et al., 2018, p.3).

### **Second: The Importance of Strategic Renewal**

From the perspective of researchers, strategic renewal holds great importance, as it is a constant characteristic that managers seek and work with. It has been shown across various business administration studies that strategic renewal is the starting point for the process of continuous improvement and new ideas, from technological transitions to competitive ones.

Hayden (2012, pp. 1-2) indicated that the importance of strategic renewal stems from the premise that over time, there must be an alignment between the organization's structure, competencies, and internal processes on one hand, and external environmental threats and opportunities on the other. Tausig (2013, p. 466) clarified that the importance of strategic renewal lies in improving market conditions and identifying the most beneficial opportunities for the organization. This helps it achieve successful and continuous alliances and partnerships to ensure the acquisition of rare resources.

He added that organizations face economic threats both inside and outside the business level, and that strategic renewal is the best opportunity for them to achieve sustainable success when they deliberately address situations of economic decline (Smith et al., 2018).

Kwee et al. (2009: 66) see the importance of strategic renewal as being determined by three major points;

- Strategic renewal transforms basic capabilities into core competencies that provide a competitive advantage in the market.
- Strategic renewal has a significant impact on various administrative levels.
- Strategic renewal is important for deviating from the traditional path due to the circumstances surrounding the organization, and to ensure its long-term continuity. In addition to enabling organizations to compete and maintain continuous success, it is therefore recommended that organizations establish strategies and cultures that enable them to face environmental challenges and exploit available opportunities (Smith, 2018: 25).

Al-Ubaidi et al. (2015, p. 242) summarized the importance of strategic renewal as follows:

1. Finding new ways of working to meet customer needs and maintain a competitive position in the organization's era of development.
2. Developing a new approach to market and product composition to generate ideas, which is the main activity of the strategic renewal process.
3. Increasing opportunities for sustainable success by encouraging organizations to pursue strategic partnerships to acquire rare resources that, in turn, increase profits.

### **Third: Dimensions of Strategic Renewal**

Some scholars support the organizational learning perspective, which focuses on the effective balance between the exploration and exploitation of opportunities, viewing this balance as a fundamental challenge for strategic renewal.

As defined by Rogers & Volberda (2018), Sultan, Hikmat Rashid, and Ahmed, Hakim Tawfiq, (2021) Fuller & Volberda:1997. Johara , K "Dynamic Capabilities In Times Of Educational Change University Of Jyvaskyla, (2018) ,p22. opportunity exploration refers to renewal actions that add new activities to an organization's current inventory or increase its geographical scope.

### **1. Opportunity Exploration**

Opportunity exploration can also be defined as the actions an organization takes to renew its activities, such as introducing new products into new markets. This is achieved through the organization's ability to search for new opportunities in a way that creates a balance between exploration and exploitation. This balance is considered a key factor in the organization's survival and growth, ensuring its proactive response to environmental turbulence. Operational Definition of Opportunity Exploration: It is a set of organized steps through which the individual and the team collect information, analyze the internal and external environment, and determine needs with the aim of reaching potential opportunities.

### **2. Entrepreneurship**

The subject of entrepreneurship forms a core element of the subject business studies. As a result of the increasing speed of change in various fields of business, the importance of the subject entrepreneurship has been enhanced. It is now viewed as a modern strategic option available to businesses to achieve superiority and excellence in their respective fields. As a result, the subject of entrepreneurship has developed into a vital tool available to businesses to keep abreast of developments and changes in a highly competitive environment.

The idea of entrepreneurship has a long history, and its roots can be traced back to the sixteenth century. In the French language, the idea of entrepreneurship first originated, where the concept at that time was associated with the risks and difficulties that were encountered during the military exploration campaigns (Rizzoqi and Abbas, 2016: 7; Al-Ubaidi, 2015: 247). In the course of time, the concept of entrepreneurship has undergone a process of evolution and is today a contemporary concept that is a challenge to various forms of organizations. The idea of entrepreneurship is a multidimensional concept that encompasses various fields, ranging from economics, sociology, management, and psychology (Al-Taie et al., 2016: 159). From the operational perspective, the idea of entrepreneurship can be explained as a process in which a person identifies a problem or need in the environment and comes up with a unique idea to resolve the problem or satisfy the need, and the idea is implemented as a business through the mobilization of the required resources and the start of the business, while the performance is monitored to ensure growth and sustainability.

### **3. Opportunity Exploitation**

Simultaneously investing in an existing strategy while exploring new capabilities is one of the key challenges for organizations (Lewis & Casey, 2010).

In this context, investment-based strategic renewal actions depend on the organization's current path and are linked to incremental renewal. This type of investment includes things like improvement, selection, production, and efficiency. Investment-based strategic renewal actions are short-term measures that focus on the organization's current domain of activities within its existing geographical markets. Investment includes; Expanding existing markets, Improving current competencies, Initiating activities such as liquidation, mergers, or downsizing. (Chandrasekaran et al., 2009). Opportunity exploitation includes renewal actions taken by an organization with the aim of defining and adjusting the scope of its current work and creating **short-term value**. This is achieved by leveraging its capabilities to strategically rethink its competitive position, with the goal of rapidly responding to current competitive needs.

The primary driver for opportunity exploitation is **risk and competition**, which requires the organization's skills and expertise to be used in exploring and then exploiting current opportunities. Operational Definition of Opportunity Exploitation (or Opportunity Investment): It is the organization's ability to swiftly respond to available opportunities in the market and adopt them to achieve renewal and distinctiveness.

## **Section Two: Organizational Survival**

### **First: The Concept of Organizational Survival**

Organizational survival is a key element and an ultimate goal for business organizations of all types and levels. It also contributes to developing an organization's capabilities, achieving its objectives, and enhancing stability and trust between management and employees.

Consequently, the concepts of organizational survival have varied due to the different perspectives of researchers. Clarifying the concept has been somewhat complex because it focuses on the organizational survival within its work

environment. Organizational survival, therefore, reflects the readiness of both the individual and the organization to exert the maximum possible effort for the benefit of the organization, along with a desire for stability and a belief in the organization, its goals, and its values.

According to (Mutlaq Al-Harhi, 2019:5), organizational survival is a means of developing organizational plans that meet the needs of stakeholders and managing relationships with them to achieve the feasibility and ambition of long-term existence and continuity.

Al-Otaibi, Abdullah Ghazi, (2020.) believes the concept of organizational survival as often used interchangeably with organizational sustainability to understand an organization's ability to withstand immediate pressures. Survival, sustainability, and commitment are organizational goals based on an organization's ability to satisfy stakeholders. However, in the general and non-profit organizational context, stakeholders are often marginalized for the sake of organizational stability and survival (Mohammed Ali, Alia Jawad, 2016).

Saleh, Mustafa Raad, Qutaiba Amjad, (2020) indicated that organizational survival is an achievable path through reliance on internal organizational capabilities and external social interconnectedness, based on social capital theories.

### **Second: The Importance of Organizational Survival**

Survivability is the key aspect for organizational sustainability, maintaining its competitive edge, and achieving organizational objectives and vision. It has also enabled organizational growth and development, including employees. Therefore, survivability has been regarded as an important aspect for any type of organizational entity regardless of size, as it helps improve the competitive edge. However, different scholars have offered different views on the true meaning of organizational survivability. According to Casey (2010, p. 47), the essence of organizational survival can be summarized as follows:

Survival of the organization has been described as a significant factor and objective for organizations, which has yielded a variety of benefits. Two different views of the significance of organizational survival have been presented in the text.

From Casey (2010):

- 1- Organizational survival is a result of the functional selection process.
- 2- It contributes to providing sustainable job opportunities.
- 3- It ensures the continuity of products or services that meet customer needs.

From Cohen (2019, p. 27):

- It increases the cohesion and trust of individual employees within the organization,
- It contributes to growth, stability, and commitment.
- It results in higher rates of production (productivity) and performance.

It provides the ability to expand and grow.

- A greater alignment between values and goals leads to higher morale.

### **Third: Dimensions of Organizational Survival**

While many studies have focused on organizational survival and its effects, researchers have differed on how to identify its specific dimensions. These dimensions are crucial for accurately describing and clarifying the concept.

Casey & Denison (2010, p. 90) presented three dimensions for organizational survival such as (adaptability, maintaining high performance standards and achieving functional performance goals).

The researcher has adopted these dimensions because they are comprehensive, consistent with the work of the surveyed organizations, and measurable. Each of these dimensions will be clarified as follows;

#### **First: Adaptability**

The concept of adaptability has gained increasing attention as a result of the significant pressures faced by many organizations to obtain competitive advantage in turbulent markets. This term has emerged in research related to strategic management, organizational design, and innovation as a growing field in organizational studies, with an increasing number of studies on this topic (Cohen et al., 2019:1). Casey (2010:234) points out that the essence of adaptability lies in creating advantages over competitors who fail to adapt.

This means that the organization can easily link adaptability with competitiveness. Taussig (2013) referred to adaptability as “accepting the state of change, facing environmental challenges, and presenting and implementing new strategies.”\* Smith (2018:20) defined adaptability as one of the most critical factors in determining the survival or disappearance of an organization, since environmental changes can only be tolerated for a short period of time. Al-Binaa (2016:6) agrees with this view. Meanwhile, Al-Obaidi (2015:11) described adaptability as the extent to which

organizations are able to respond and interact with any change in their internal business environment or in the external environment that affects their work and various administrative, production, financial, and service activities.

**Operational Definition of Adaptability:** It is the response to environmental variables surrounding the organization (external and internal) and the ability to ensure continuity in the market by making swift and decisive decisions to match (or align with) these changes.

### **Second: Maintaining High Performance Standards**

Casey (2010: 32–509) states that every organization has essential outputs that must be achieved in order to survive. In addition, the quality of the service provided must be improved to meet customer expectations, which is a continuous part of strategies for ensuring survival and customer satisfaction. This requires management to possess types of skills that enable employees to accomplish tasks of significant value within the specified time. Since the most important factor in the performance management system is people, managers must take care of the employees working within their organizations (Milligan et al., 2009:19).

Al-Obaidi (2015:63) argues that high performance is a broad activity carried out by organizations through adapting to their surrounding environment and efficiently and effectively utilizing their resources in order to achieve their goals, success, and excellence. It reflects the organization's ability to change and renew, which has an impact on its survival and long-term growth in changing environments.

Al-Taie et al. (2016:93) believe that high performance is the type of performance that goes beyond or exceeds the ordinary performance of an individual. In addition, it represents a set of advanced intellectual, behavioral, cognitive, and creative skills possessed by employees in the organization, along with efforts to utilize them in carrying out their tasks in a way that surpasses the limits set by the organization in terms of both quantity and quality. This enables them to deliver work outputs characterized by originality, creativity, and excellence, with the aim of achieving the organization's goals in a progressive and continuous manner toward the future.

Rogers and Blenko (2006:133) pointed out that high-performance organizations are those that possess the means to translate their goals into tangible results with high efficiency and effectiveness compared to other organizations, over a period ranging from 5 to 10 years. **Operational Definition of Maintaining High Performance Standards:** It is the identification of observable and measurable behaviors and practices performed continuously by the individual or the organization to ensure high quality in achievement. This includes commitment to deadlines, quality of outputs, and efficiency in the quality of materials.

### **Third: Achieving Job Performance Objectives**

Management is responsible for developing tasks, setting objectives, and preparing strategies to implement plans in order to achieve organizational goals. Objectives refer to quantity, quality, and the extent of performance—and, in the best cases, when the organization and its employees are more committed to achieving their goals. Objectives influence the level of employee motivation, their beliefs about what they can learn, their performance level, and their self-evaluation. The link between guidance and adaptability can be found in the individual who provides the skills and knowledge. This link is a continuous process of learning, dialogue, and overcoming different challenges, which in turn enhances the organization's capacity to adapt to a working environment that is in constant evolution (Dewberry, 2004: 5-9). On the other hand, the relationship between guidance and the maintenance of performance standards can be observed in the enhancement of individual capabilities, competencies, and knowledge, while meeting different needs in a timely manner. Therefore, through these skills in guidance, the employee will have full awareness regarding his/her job description, hence improving performance to the required standard. Simsek et al. (2006) argue that the achievement of job performance goals requires the development of independent structures with unique strategies, frameworks, cultures, incentives, and innovations. Thus, the concept of structural division has its roots in the literature of organizational design. **Operational Definition of Achieving Job Performance Goals:** It is the organization's capability to maintain efficiency and effectiveness in employee performance in a way that achieves the required harmony between the tasks assigned to them and the organization's main objectives.

## **Section Three: The Applied Aspect of the Research**

### **Section One: Description and Diagnosis of Research Variables**

This section aims to present, analyze, and interpret the results of the responses of the research sample regarding the items included in the questionnaire form. This is done through reviewing the calculated means, weighted averages, response intensity, standard deviations, and coefficients of variation for each item of the research variables.

The research determined the level of responses in light of the arithmetic means by identifying their belonging to specific categories. Since the questionnaire relied on a five-point Likert scale (Strongly Agree – Strongly Disagree), there are five categories to which the arithmetic means belong. The category range was calculated by finding the range length ( $5 - 1 = 4$ ), and then dividing the range by the number of categories (5) ( $4 \div 5 = 0.80$ ). After that, (0.80) is added to the lowest limit of the scale (1) or subtracted from the highest limit of the scale (5). The categories are thus determined as follows (Dewberry, 2004:15).

1.00 – 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 Research Sample's Responses 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, Strategic Renewal, by extracting the values of the weighted arithmetic means, the intensity of response values, and the calculated standard deviation values, whether at the partial or total level, as shown below:

**Table (2) Descriptive Statistics for Strategic Renewal and its Dimensions (n=50)**

Dimensions	Weighted Mean	Standard Deviation	Response Intensity %
Exploration	3.26	0.94	65
Entrepreneurship	3.30	1.31	66
Opportunity Exploitation	3.16	1.26	63
Strategic Renewal	3.19	1.22	64

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

The strategic renewal variable achieved a weighted mean of (3.19), which means it falls within the **moderate** category. This intensity of the response was 64%, while the standard deviation was 1.22. The coefficient of variation was approximately 38.40%, indicating the presence of the variable, in terms of the three dimensions, within the organization. Upon observing the results in Table (2), we note the following:

1- **Exploration:** The weighted mean for the strategic focus dimension was 3.26, which belonged to the moderate category. The intensity of the responses was 65%, and the standard deviation was 0.94, which showed that the dimension existed in the organization.

2- **Entrepreneurship:** For this dimension, the weighted mean was 3.30, which fell in the **moderate category**. The intensity of this dimension's responses was 66%, and the standard deviation was 1.31. Thus, it can be said that this dimension is present in the organization.

3- **Opportunity Exploitation:** The weighted mean obtained for this dimension was 3.16, and it came under the moderate category. The intensity of the responses obtained for this dimension was 63%, and the standard deviation obtained was 1.26, thus confirming the presence of this dimension.

**Second:** Presentation, Analysis, and Interpretation of the Research Sample's Responses Regarding Organizational Survival (Y)

The sections included in this variable will be analyzed through the analysis and interpretation of the items included in the second variable, **Organizational Survival**, through the use of the weighted arithmetic mean values, intensity of response values, and the calculated standard deviation values, both partial and total, as follows:

**Table (3) Descriptive Statistics for Organizational Survival and its Dimensions (n=50)**

Dimensions	Weighted Mean	Standard Deviation	Response Intensity %
Adaptability	3.90	0.95	78
Maintaining High Performance Standards	3.56	1.16	71
Achieving Functional Performance Goals	3.63	1.44	73
Organizational Survival	3.70	1.19	74

Source: Outputs of SPSS V.26 and Microsoft Excel 2010.

The weighted mean of the organizational survival variable was 3.70, and this means that it is in the high category. The response intensity was 74%, while the standard deviation was 1.22. From the above, it is clear that the variable has been in the organization.

Observations from Table (3)

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

1. Adaptability

The weighted mean for this dimension was 3.90, and it fell under the classification of 'high.' The response intensity was 78%, with a standard deviation of 0.95. This shows that this dimension was present within the organization.

2. Maintaining High Performance Standards

The weighted mean for this dimension was 3.56, which fell under the high category. For this dimension, the response intensity was 71%, and the standard deviation was 1.16. All these results show that the dimension is present in the organization.

3. Achieving Functional Performance Goals

The dimension showed a weighted mean of 3.63, which falls under the high category. The response intensity was 73%, and the standard deviation was 1.44. This shows that this dimension exists in the organization under study.

**Section Two: Testing the Hypotheses of Correlation and Influence Between Research Variables**

The aim of this chapter is to examine the correlations and the influence relationships of the variables under investigation in the research. This analysis will cover the correlations and influence relationships at the level of the sub-hypotheses developed from the main hypotheses, in addition to the general correlation and influence relationships, which will be examined by the Pearson product-moment correlation coefficient and the regression coefficient, respectively.

**First: Testing the First Main Hypothesis Related to the Correlation Between Strategic Renewal and Organizational Survival**

There is a statistically significant correlation between Strategic Renewal and Organizational Survival.

This main hypothesis is branched into three sub-hypotheses as shown below:

1. There is a statistically significant correlation between Exploration and Organizational Survival.
2. There is a statistically significant correlation between Entrepreneurship and Organizational Survival.
3. There is a statistically significant correlation between Opportunity Exploitation and Organizational Survival.

Table (4): Pearson Simple Correlation Coefficient Matrix Between these Variables and their Dimensions

Before proceeding with this hypothesis test, Table (3) also shows the sample size (50) and the type of test (2-tailed).

If an asterisk (\*) appears on the correlation coefficient, it means the correlation is significant at the (5%) level.

If a double asterisk (\*\*) appears on the correlation coefficient, it means the correlation is significant at the (1%) level.

The strength of the correlation coefficient is judged based on the following rule from \*\*Cohen (1977:79-81):

- a. Low correlation: If the correlation coefficient value ranges from (0.10 to 0.29).
- b. Moderate correlation: If the correlation coefficient value ranges from (0.30 to 0.49).
- c. Strong correlation: If the correlation coefficient value ranges from (0.5 to 1).

**Table (4): Testing the Correlation Relationships Between Research Variables**

		Exploration	Entrepreneurship	Opportunity Exploitation	Strategic Renewal
Organizational Survival	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
.c Correlation is significant at the 0.01 level (2-tailed).					

Source: SPSS V.26 Program Outputs

Table (4) shows a correlation matrix that tested the first main hypothesis and its sub-hypotheses. It indicates that there are strong, positive, and statistically significant correlation relationships at the (1%) level between Strategic Renewal and the Organizational Survival variable, with a value of (0.463). According to Cohen's rule, this is considered a strong relationship.

At the dimensions level, the strongest correlation was between the Opportunity Exploitation dimension and Organizational Survival, with a correlation value of (0.681) at the (1%) significance level. This is considered a strong positive relationship in light of Cohen's rule.

The weakest correlation was between the Exploration dimension and Organizational Survival, with a correlation value of (0.335) at the (5%) significance level. However, according to Cohen's rule, this is still considered a moderate correlation.

The results from Table (4) support the acceptance of the existence hypothesis for the first main hypothesis and its sub-hypotheses. Therefore, the hypothesis states that "There is a statistically significant correlation between Strategic Renewal and Organizational Survival.

Second: Testing the Second Main Hypothesis Regarding the Influence of Strategic Renewal on Organizational Survival (There is a statistically significant influence of Strategic Renewal on Organizational Survival.)

This hypothesis has three sub-hypotheses as shown below:

1. There is a statistically significant influence of Exploration on Organizational Survival.
2. There is a statistically significant influence of Entrepreneurship on Organizational Survival.
3. There is a statistically significant influence of Opportunity Exploitation on Organizational Survival.

To prove the validity of these influence hypotheses, we used a simple linear regression method to estimate the relationship between the research variables.

**Table (5) shows the regression results.**

Organizational Survival				Dependent Variable Dimensions of Independent variable
Value (F)	Value (T)	Determination Coefficient (R <sup>2</sup> )	Regression Coefficient (β)	
7.66	2.77	0.22	0.46	Strategic Renewal
9.24	2.76	0.11	0.34	
13.07	3.62	0.32	0.56	
24.27	4.93	0.46	0.68	
2.75	Tabular T-value at the (1%) level		7.56	Tabular F-value at the (1%) level

**Source: SPSS V.26 outputs**

**Regression Analysis Results**

The results from Table (5) show that the regression coefficient for the strategic renewal variable on organizational survival is (0.46). This means that for every one-unit increase in strategic renewal, organizational survival is predicted to increase by 46%.

This effect is statistically significant, as the calculated t-value of (2.77) is greater than the critical table value of (2.75) at a (1%) significance level. This confirms the individual contribution of strategic renewal to the model.

Furthermore, the coefficient of determination ( $R^2$ ), although not directly presented, may be inferred from the discussion and may represent that strategic renewal explains 22% of the variance in organizational survival. The remaining 78% of the variance may be explained by variables not included in the current model of research.

The model as a whole is statistically significant since the calculated F-value of 7.66 is greater than the table value of 7.56 at a 1% significance level. This shows that the model is a good fit for data.

Using these findings, the second main hypothesis will be supported. The hypothesis states that there is a statistically significant effect on organizational survival from strategic renewal. The following points will be elaborated through consulting Table (5) to verify the validity of the sub-hypotheses.

**First Sub-Hypothesis:** There is a statistically significant influence of Exploration on Organizational Survival.

Based on the results in Table (5), we can conclude the following:

A- The regression coefficient ( $\beta$ ) is 0.34. This implies that an increase in the exploration dimension by one unit will result in an increase of 34% in the organizational survival variable. This effect is significant, as the calculated t-value (2.76) is higher than the critical table value (2.75) at the 1% level.

B- The coefficient of determination, or  $R^2$ , is 0.11. This indicates that 11% of variance in organizational survival can be explained by the dimension of exploration. However, 89% of variance is explained by other factors that were not included in this model.

C- The calculated F-value of (9.24) is greater than the critical table value of (7.56) at a (1%) significance level. Therefore, the overall model is statistically significant.

From the analysis of the findings presented in Table 5, the researcher accepts the alternative hypothesis, which holds that exploration has a statistically significant impact on organizational survival.

**Second Sub-Hypothesis:** There is a statistically significant influence of Entrepreneurship on Organizational Survival.

Based on the results in Table (5), we can conclude the following:

A- The value of the regression coefficient was 0.56. This shows that for every unit increase in the entrepreneurship dimension, the predicted increase in the organizational survival variable is 56%. The result is statistically significant since the t-value of 3.62 is higher than the critical value of 2.75 at the 1% level.

B- The coefficient of determination,  $R^2$ , is approximately 0.32, suggesting that the variation in organizational survival is 32% due to the entrepreneurship dimension, while the remaining 68% is due to factors that are not captured by the current model.

C- The calculated F-value of (13.07) is greater than the critical table value of (7.56) at a (1%) significance level. Therefore, the overall model is statistically significant.

From the analysis of results as shown in Table 5, it can be concluded that the researcher accepts the alternative hypothesis, which was stated as follows: "There is a statistically significant influence of entrepreneurship on organizational survival."

**Third Sub-Hypothesis:** There is a statistically significant influence of Opportunity Exploitation on Organizational Survival.

Based on the results in Table (5), the following can be concluded:

A. The value of the regression coefficient was 0.68. This means that for every unit increase in the opportunity exploitation dimension, the predicted value increases by 68%. The results are statistically significant since the calculated t-value is greater than the critical value at the 1% level, i.e.,  $4.93 > 2.75$ .

B. The coefficient of determination,  $R^2$ , is approximately 0.46. This suggests that 46% of the variance in organizational survival may be attributed to the opportunity exploitation dimension, with the remaining 54% attributed to factors not captured by this model.

C. The calculated F-value of (24.27) is greater than the critical table value of (7.56) at a (1%) significance level. Therefore, the overall model is statistically significant.

Based on the analysis of the results in Table (5), the researcher accepts the alternative hypothesis, which states: "There is a statistically significant influence of opportunity exploitation on organizational survival".

## **Section Four: Conclusions and Recommendations**

### **First: Conclusions**

- Colleges seek to improve their focus on discovering new opportunities and promoting entrepreneurialism to take advantage of these opportunities. This involves taking an adaptable organizational structure with processes and information exchange as its foundation, where information exchange is promoted through leadership.
- Colleges are eager to discover innovative ways of reconfiguring their basic practices that promote strategic renewal, with a special emphasis placed on responding quickly to students' and stakeholders' demands and hence creating a competitive advantage.
- The surveyed colleges show interest in experimenting with new services or markets. This requires new skills and capabilities to overcome stagnation found in other institutions.
- Colleges have the ability to explore new opportunities due to their struggle to adapt quickly to the external environment.
- Colleges are concerned with finding modern methods to meet the needs of their customers.
- In addition, the R&D function of the colleges is de-emphasized by separating it from the other departments, despite the importance of the R&D function in the quality enhancement of the service provided.
- A college has a certain degree of organizational resilience, and the administration aims for the highest level by being responsive to the factors of the environment and technology while keeping high performance levels, which enhance the potential and capabilities of the employees.

#### **Second: Recommendations**

1. It is imperative that a culture of strategic renewal and organizational resilience is promoted in the private colleges located in the Babil Province through the development of a clear program and strategies that are pertinent to the Iraqi context. This will enhance the performance variables of the institutions, as they are critical and match.
2. Promote the adoption of the concept of strategic renewal and its parts within the surveyed colleges, as it has a very important role in the survival, development, and adaptation of these institutions to the environment.
3. Colleges must pay attention to the needs of society as a whole by meeting the demands of its various segments to remain competitive.
4. It is necessary for colleges to engage in a process of continuous improvement and development of their services.
5. Colleges must possess the ability to seize new opportunities that contribute to achieving organizational survival.
6. Colleges should increase their focus on finding new methods to meet the needs of their customers and not allow their competitors to exploit these opportunities.
7. It is important for colleges to prioritize the Research and Development department due to its significance in developing their services as well as creating new services that meet the changing demands around them.

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