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العنوان باللغة العربية:

دور الإدارة الاستراتيجية في تعزيز القدرة على التكيف مع التغيير في شركات الاستشارات الإدارية

ب. العنوان باللغة الإنجليزية:

The Role of Strategic Management in Enhancing the Ability to Adapt to Change in
Management Consulting Companies

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Chapter One

1. Introduction

Given the dynamic and continuous changes that business environments around the world are generally exposed to, there has become an urgent need to adapt and respond to changes that occur as a result of the rapid events occurring in the dynamic business environment. Today's business world is changing faster than ever before, thanks to new technology, changing customer preferences, changing regulations and laws, and an increasing focus on sustainability (Moșteanu, 2024). Therefore, having a solid strategic plan is essential for long-term survival and growth, especially as conditions continue to change. To meet these challenges, successful strategic management is one of the most important key factors that significantly impact the success and sustainability of organizations and institutions (Alkhodary, 2023).

Strategic management is based on several theoretical frameworks that have evolved to focus on adaptability, innovation, and stakeholder management, which is important in companies and organizations experiencing rapid technological change. One of the most prominent of these theories prevailing in recent years is the top-down theory, which relies on management and the characteristics of managers (Kim, 2022). Top-down theory provides an effective means of understanding how a leader's personality and background influence company strategies. When companies understand this, they can make decisions and implement their strategies more effectively. Through this theory, organizations can build strong leadership teams, increase their flexibility in changing situations, and improve their performance even under difficult business conditions (Abatecola & Cristofaro, 2020). Another model related to strategic management is strategic management theory, which assumes that managers participate in sustainable planning and foster an organizational culture conducive to innovation (Amason & Ward, 2020). Strategic management theory is also extremely important when studying digital change, as it helps understand how companies use new technologies to maintain their competitiveness and provides a way to Clearly, to understand how companies adapt their strategies during difficult economic times or when sudden changes occur in the markets (Rêgo et al., 2021). By adopting these theories in the study, the foundations and controls for the strategic management necessary to bring about change in organizations can be established.

As for adapting to change, the term refers to the company making internal changes to “survive” and develop sustainably. This can occur in response to an external change in the external environment or because companies aim to improve performance. The company can adapt using several types of dynamic capabilities, including research, improvement, and alliances (Cristofaro et al., 2025).

Given the importance of strategic management in a rapidly changing business environment, the literature has included many studies that have examined the role of strategic management in organizations (Ferlie & Ongaro, (2022); ESvatosova, 2020)

and other studies that have addressed adaptation to change in organizations (Pescaroli et al., 2023; Sabuhari et al., 2020) in various fields. However, to date, the literature is largely lacking in studies that examine the impact of strategic management on adapting to change in organizations, which are in great need of adopting strategies of flexibility, strategic planning, and strategic vision in light of the rapidly changing environment in all sectors in general. In this study, the management consulting firms sector was chosen as a case study because management consulting firms are of particular importance because their success depends on their ability to quickly adapt to changing customer needs and market uncertainty. Consulting firms also constitute a link between management theory and practical application in other companies, and their success in adapting to change proves the effectiveness of tools and strategies that can be transferred to other sectors to improve their flexibility, as these companies operate in a rapidly changing world and often face challenges. Large, such as new technologies and changing markets, and because its main function is to provide strategic advice to clients, its ability to adapt to change is an example to be emulated in other sectors. There are no studies or research that have highlighted the management consulting sector, despite its importance. Therefore, it is very important to study how strategic management helps management consulting firms maintain their flexibility and adaptability. From an academic perspective, the choice of strategic management as a case study has not been addressed in relation to the subject of the study.

Given the importance of the study, it aims to explore the role of strategic management in enhancing adaptation to change in management consulting firms in the Kingdom of Saudi Arabia. Accordingly, this study aims to answer the following question:

What is the impact of strategic management in enhancing adaptation to change in management consulting firms?

This study will contribute to enriching the academic literature and research studies. It will also serve as a framework that serves as a guide for companies on the optimal application of strategic management to keep pace with the changing business environment and enhance adaptation to change.

2. Study problem

While the importance of strategic management in improving organizational performance has proven effective (Islami, 2021; Ferreira et al., 2020; George et al., 2019), its implementation on the ground remains problematic, especially when organizations are trying to adapt to change (Ansell & Boin, 2019; Thorén & Vendel, 2019). Persistent barriers, such as organizational inertia and resistance to change, often undermine improvement initiatives (Nilsen et al., 2020; Mansaray, 2019; Weiner, 2020). Although recent studies have explored adaptation as an independent concept (Heggstad et al., 2019; Alexander & Fernandez, 2025), there are clear, but not vague,

gaps that are not specifically studied. (1) There is a lack of empirical research that directly examines how strategic management practices enable adaptation, rather than focusing solely on performance outcomes in Saudi Arabia, which represents the geographical context of the study. The literature has been limited to addressing strategic management in companies and institutions, without addressing its effectiveness in breaking resistance to change and adapting to the labor market (Ali, 2019; Mohammed, 2017). (2) The relationship between strategic management and adaptation within management consulting firms that undergo and facilitate change has not received much attention, especially in Saudi Arabia. One study analyzed, designed, and implemented a management information systems consulting firm (Alomari et al., 2019) without addressing any of the study variables (strategic management or adaptation to change). Abdullah, 2024, also mentioned the challenges and difficulties facing the strategic management companies sector in Saudi Arabia due to weak strategic management. A report presented by the ILaf website (2025) revealed the decline of management consulting firms and their reduced efficiency in providing solutions due to management problems, including reliance on foreign experts without proper planning and developing management strategies that are compatible with local reality. Foreign experts are not familiar with the local reality, which created a management gap that led to a lack of flexibility to keep pace with emerging changes. Another study examined how consulting firms share knowledge with clients in the Arab world without addressing strategic management practices or adapting to change (Huang et al., 2022). (3) There is a noticeable absence of studies specific to the context in the Kingdom of Saudi Arabia, despite the urgent need for organizational adaptation in light of Vision 2030. This study aims to address these gaps by examining the intersection of strategic management and adaptation within Saudi management consulting firms. This focus is justified given the dual role of these firms as examples of adaptation to change (Sierra Group, 2024). Using an in-depth case study methodology using quantitative and qualitative methods, the research seeks to: (a) integrate strategic management theory with organizational adaptation models, (b) develop relevant guidelines. In the context of Saudi companies, and (c) proposing practical metrics for assessing adaptive readiness, the study thus provides practical and timely insights for practitioners aiming to overcome resistance to change, while also contributing to the academic discourse on strategic resilience in emerging markets.

3. Study Questions

Based on the problem statement presented, this study attempts to answer the following main question:

- Does strategic management have an impact on enhancing adaptability to change in a management consulting firm?

The following sub-questions arise from the main question:

1. Does strategic planning have an impact on enhancing resilience in a management consulting firm?
2. Does innovation management have an impact on enhancing resilience in a management consulting firm?
3. Does strategic vision have an impact on enhancing resilience in a management consulting firm?
4. Does resource management have an impact on enhancing resilience in a management consulting firm?
5. Does strategic planning have an impact on enhancing continuous learning in a management consulting firm?
6. Does innovation management have an impact on enhancing continuous learning in a management consulting firm?
7. Does strategic vision have an impact on enhancing continuous learning in a management consulting firm?
8. Does resource management have an impact on enhancing continuous learning in a management consulting firm?

4. Importance of the study

A. Theoretical Significance

Alenezi et al. (2021) stated that change management in Saudi institutions and companies suffers from weak success, and leaders face numerous challenges, including employee resistance. The Saudi public sector is undergoing widespread changes under

the government's reform agenda, Vision 2030. However, there is little research on organizational change in the Arab world; what exists is in-depth and pays little attention to the roles of leaders. Therefore, this study serves as a starting point for exploring solutions and strategies that can achieve successful adaptation to change in Saudi management consulting firms, which have not been addressed in previous studies. This will be done by examining strategic management, which is currently considered a promising solution for confronting change (Henry, 2021). Therefore, this study chose strategic management to measure its impact on adapting to change, by selecting a Saudi consulting firm as a case study, as a reference for all clients and companies to provide solutions for dealing with adapting to change in a dynamic environment. This study contributes to opening the way for researchers and academics to further research and improve this field. The theoretical significance of the study also stems from establishing a theoretical framework for strategic management and its role. In adapting to change in companies, this opens up a research area for researchers to conduct more in-depth studies in this field. This study can be considered a reference for developing research related to the topic of the study. In addition, this study adds a new dimension to the literature through its application to management consulting firms in the Kingdom of Saudi Arabia, a context that has not received sufficient research.

B. Applied Importance:

Abdullah (2024) stated that a large percentage of employees in the consulting sector (especially non-Saudis) in the Kingdom of Saudi Arabia do not possess the experience, knowledge, and skills necessary to guide organizations to achieve their strategic goals. They fall into a trap, similar to what many large companies in this sector have fallen into: a lack of knowledge or disregard for the culture of the organization or the culture of the country, which may be the greatest obstacle to implementing the strategies and plans that are drawn up and convincing leaders of them. This is due to weak strategic management and resistance to change policies. Therefore, the importance of this study lies in developing a guiding framework for the management consulting sector in general and institutions in particular in the Kingdom of Saudi Arabia. It includes directives and recommendations for improving strategic management across various dimensions, highlighting its role, and developing solutions to address resistance to change in the Kingdom of Saudi Arabia, with the aim of making sectors more inclusive. Management consulting is ready to keep pace with Vision 2030 in the Kingdom of Saudi Arabia.

5.Study objectives

The aim of this study is to conduct a quantitative and qualitative analysis to examine the relationship between strategic management and adaptability to change, using a management consulting firm in the Kingdom of Saudi Arabia as a case study. Based on the main objective, the following sub-objectives will be achieved. The following sub-objectives emerge from the main objective:

1. Study the impact of strategic planning on enhancing resilience in a management consulting firm.
2. Study the impact of innovation management on enhancing resilience in a management consulting firm.
3. Study the impact of strategic vision on enhancing resilience in a management consulting firm.
4. Study the impact of resource management on enhancing resilience in a management consulting firm.
5. Study the impact of strategic planning on enhancing continuous learning in a management consulting firm.
6. Study the impact of innovation management on enhancing continuous learning in a management consulting firm.
7. Study the impact of strategic vision on enhancing continuous learning in a management consulting firm.
8. Study the impact of resource management on enhancing continuous learning in a management consulting firm.

6.Study hypotheses

Based on the study questions, the main hypothesis was formulated as follows:

H₁:There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic management on enhancing adaptability to change in a management consulting firm.

From this main hypothesis, the following sub-hypotheses emerge:

H_{1,a}: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic planning on enhancing resilience in a management consulting firm.

H_{1,b}: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of innovation management on enhancing resilience in a management consulting firm.

H_{1,c}: There is a statistically significant effect at a significant level ($\alpha \leq 0.05$) of strategic vision on enhancing resilience in a company. Management Consulting

H_{1,d}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of resource management on enhancing resilience in a management consulting firm.

H_{1,e}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of strategic planning on enhancing continuous learning in a management consulting firm.

H_{1,f}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of innovation management on enhancing continuous learning in a management consulting firm.

H_{1,g}: There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) of strategic vision on enhancing continuous learning in a management consulting firm.

H_{1,h}: There is a statistically significant effect Statistical significance at the level of significance ($\alpha \leq 0.05$) for resource management to enhance continuous learning in a management consulting firm

7. Study Concepts

Based on a review of the literature, previous studies, and the subject matter of the study, the following technical and operational definitions can be presented:

A. Terminological Definitions:

The Main Independent Variable and its Sub-variables

- Strategic Management: Strategic management can be defined as the dynamic process of formulating, implementing, evaluating, and monitoring strategy to achieve a company's strategic objectives (Rêgo et al., 2021).

- Strategic Vision: A strategic vision is a clear vision and ambitious goals that define the organization's sustainable objectives and favorable future state. It can be viewed as a guide for all stakeholders involved. The strategic vision articulates what a company seeks to achieve within a specific timeframe, taking into account challenges and opportunities (Niemand et al., 2021).

- Resource Management: Resource management refers to the effective organization, allocation, utilization, and management of a company's resources to achieve its strategic objectives. These resources include financial assets, human resources, physical assets, and technological infrastructure (Harijanto et al., 2022).

- Innovation Management: Innovation management refers to the systematic process of stimulating, leading, and implementing innovative ideas, products, services, or processes within a company to achieve sustainable strategic objectives and competitive advantage. It requires an emerging environment that stimulates creative thinking, identifies innovation opportunities, and allocates resources to project innovations (Agustian et al., 2023).

- Strategic Planning: Strategic planning is a structured process through which a company defines its sustainable goals, identifies key actions to achieve those goals, and allocates resources to implement those plans. It requires establishing a clear vision, assessing the internal and external environment, setting strategic objectives, and ongoing monitoring to ensure alignment with overall strategic objectives (Malik, 2023).

Main Dependent Variable:

1. Adapting to Change: Adapting to change refers to the process by which a company adjusts its practices, constitution, processes, and culture to respond effectively to internal and external changes in the business environment (Alsharari, 2024). The main dependent variable includes the following sub-variables:

a. Resilience: Resilience is the ability to adapt and recover in the face of volatility. It includes the ability to recalibrate strategies, modify structures, and update processes as conditions evolve, thereby maintaining effectiveness even under uncertainty or change (Govindarajan, & Ananthanpillai, 2022).

b. Continuous learning: Enhancing and improving the learning culture and capabilities to maintain a workforce with the expertise and knowledge needed to handle change (Armanious & Padgett, 2021).

b. Operational Definitions of the Study

The Main Independent Variable and its Sub-variables:

Strategic Management: The procedures followed by Saudi management consulting firms, which include a comprehensive and structured process for defining their strategic objectives, determining how to use resources, and making key decisions. This approach helps companies adapt effectively to changes in the environment and build a sustainable competitive advantage.

a. Strategic Planning: This is a method by which consulting firms define their long-term goals. They assess their strengths and weaknesses, examine what is happening inside and outside the organization, and then plan how to achieve these goals, while monitoring market changes.

b. Strategic Vision: This is the company's vision of its future direction. It involves setting a clear direction and objectives that enable the company to stay on track as the surrounding environment changes. It involves defining comprehensive plans and ensuring they are aligned with the requirements of the developing world in which we operate.

c. Innovation Management: The company systematically generates new ideas, creates innovative solutions, and utilizes digital transformation and automation, putting them into action to remain competitive and adapt smoothly to the ever-changing world of management consulting.

d. Resource Management: This relates to how a company plans and utilizes its resources, staff, and knowledge in the best possible way to support its strategies and remain flexible when circumstances change.

8. Sub-variable (Adaptation to Change): The extent to which Saudi management consulting firms respond quickly and easily to changes within and external to their organizations. This includes adjusting strategies, workflows, and organizational

structures to ensure business continuity and achieve objectives. The main dependent variable includes the following sub-variables:

a. Flexibility: Flexibility refers to a consulting firm's ability to quickly adapt its strategies and operational frameworks in response to shifts within the competitive landscape by recalibrating processes or direction as conditions evolve.

b. Continuous Learning: Continuous learning refers to the ongoing process by which a management consulting firm seeks to acquire new information, develop relevant skills, and reflect on past experiences. This approach enables the firm to improve its performance and maintain its ability to adapt to changing challenges and sector changes.

9. Study limits: (spatial, temporal, human)

Time Limits: The time limitation is that the data for the interviews and questionnaire will be collected during the year 2025.

Spatial Limits: The total number of local management consulting firms in the Kingdom of Saudi Arabia is 55 companies. Due to the difficulty of accessing all management consulting firms in the Kingdom, only management consulting firms in the city of Jeddah were selected as a geographical area. The number of these companies in the city of Jeddah is eight companies. When contacting the companies, the approval of only two companies out of eight companies was obtained, which gave approval to allow their employees to participate in the survey study to collect data.

Human Limits: data will be collected based on a sample of management consulting firm employees only and include (CEO - COO - Senior Manager - Consulting Manager - Administrators)

10.Procedures of the Study:

10.1 Study Methodology

The study methodology is based on the hybrid method, which combines the qualitative and quantitative approaches to study the role of strategic management in enhancing adaptation to change in companies by choosing a case study of the Saudi Consulting Company in Jeddah .

Sample study and Community:

The study population consists of employees of a management consulting firm in the Kingdom of Saudi Arabia, consisting of (CEO - COO - Senior Manager - Consulting Manager - Administrators). Management consulting firms in the Kingdom of Saudi Arabia are considered important factors in business development in the Kingdom, as they represent a vital tool for improving the performance of Saudi organizations, companies and institutions, especially in light of the increasing competition and multiple challenges facing these entities. Management consulting can ensure innovative and objective solutions to problems, and thus can help companies achieve sustainable growth and improve their financial and structural operations (Insight, 2024).

To determine the study population, the number of consulting firms in the Kingdom of Saudi Arabia was counted at 600. These firms vary between engineering, environmental, financial, risk management, administrative, and operational. However, since this study only targets management consulting firms, it was found that the number of companies included in the research scope, in addition to being local and not branches of a global company, decreased to approximately 55 management consulting firms. Due to the difficulty of communicating with all of these companies in the Kingdom of Saudi Arabia, the study scope was determined within the city of Jeddah as the geographical scope of the study, which reduced the number of companies to eight. When communicating with companies in Jeddah, approval was obtained from only two companies out of eight to allow their employees to participate in the survey to collect data. These two companies are in the city of Jeddah: Kafaa - Efficiency Excellence, which has 70 employees, and the other company, Strategic Gears Leadership | Strategic Gears, which has 80 employees. Therefore, the total number of the study population is 150. **Since the study community is small, the study sample will be chosen intentionally, meaning the questionnaire will be distributed to the entire study community.**

10.2 Data collection methods:

The data collection based on two tools : survey questionnaire will be distributed online using google forms via social media while structured interviews will be conducted at 7 experts from the management consulting company in order to investigate the outcomes of quantitative methods. The interviews will be designed and executed face to face method.

10.3 Suggested statistical procedures

1. Quantitative method : the data of questionnaire will be analyzed based on SPSS software using the following statistical methods: Reliability analysis, pearson correlation coefficients, arithmetic mean, standard deviation and linear regression analysis

2. qualitative method : the data of interviews will be analyzed based on Nvivo software via thematic analysis by coding the themes and analyze the most frequented themes using Lexical approach and thematic approach

10.4 Steps to implement the study plan:

Firstly, The study will based on data collection using literature review in order to identify the comprehensive strategic management practices in organizations in addition to identifying adaption to change practices. Then data will be designed in questionnaire that will be validated and modified based on experts then will be distributed to the study sample and analyzed using SPSS software .The second stage of the study based on investigating the outcomes the quantitative method using interviews with 7 experts in management consulting company and the data of the interviews will be coded and analyzed using Nvivo software.

11.Study Model

The study model was built by the researcher, where the main variables were identified based on the study topic, while the sub-variables were identified after reviewing the literature and previous studies, through which the main independent variable was identified, which is strategic management, with its sub-dimensions: strategic planning (Asobee, (2021); Chatterjee et al., 2022), strategic vision (Rêgo et; Ali & Anwar, 2021), innovation management (Lin et al., 2024 Krasnostanova et al., 2021), resource management (Hamouche, (2023)), while the main dependent variable in the study represents adaptation to change and its sub-variables: flexibility (Szemző et al., 2021; Park & Park, 2021) and continuous learning (Budhiraja & Rathi, 2023; Frank & Mohamed, 2024). The relationship between the main and sub-variables will be studied directly without the influence of an intermediary variable. Figure 1.1 shows the study model.

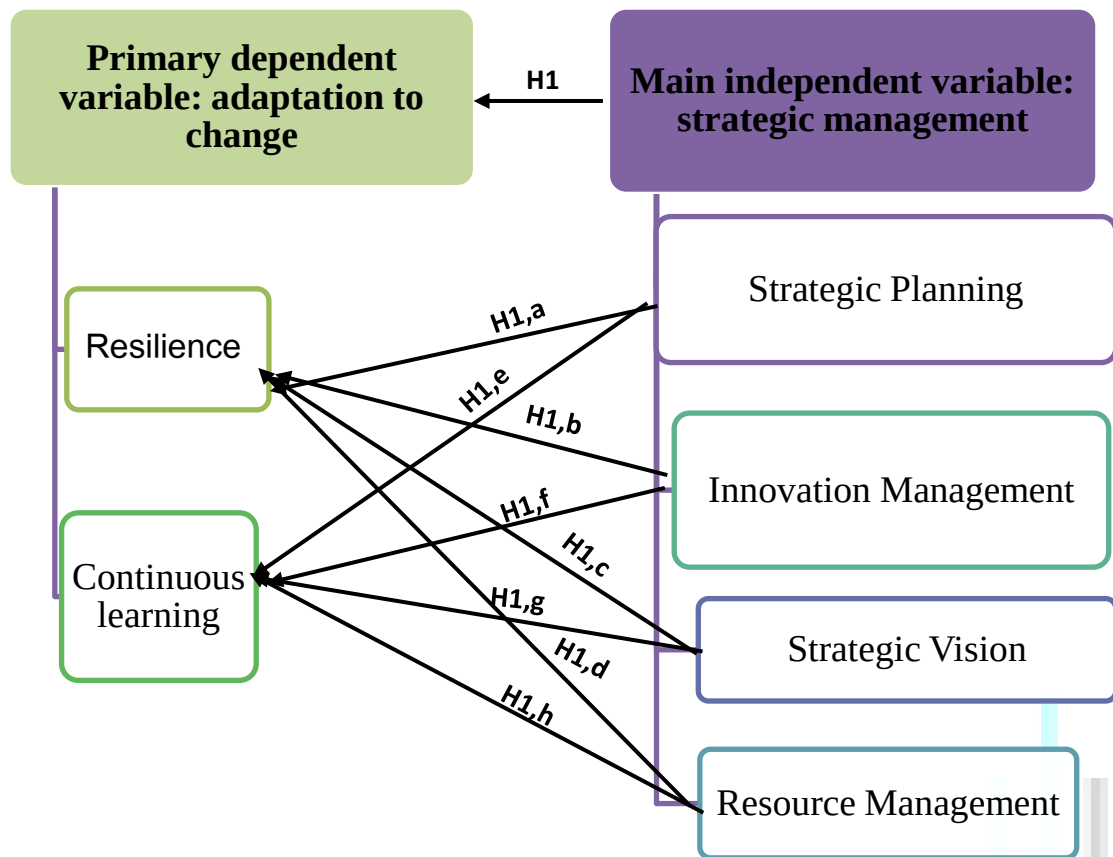


Figure 1.1 Study Model: The Impact of Strategic Management on Enhancing Adaptation to Change in a Management Consulting Firm

Chapter Two

Theoretical Study

2.1 .Introduction

Chapter 2 explores how strategic management can help organizations adapt and maintain their resilience, particularly within management consulting firms. It begins by explaining some fundamentals, such as the nature of strategy and strategic management, and the importance of adapting to change in today's world.

The primary objective is to demonstrate how strategic management provides organizations with a clear and sequential approach to decision-making, alignment, performance enhancement, and resilience in rapidly changing environments. It also addresses key aspects of strategic management, such as having a clear vision, managing resources wisely, fostering innovation, and effective planning. Furthermore, the chapter examines how organizations adapt to change, including building resilience, continuous learning, and clear communication. It includes a review of previous research on these topics, highlighting areas for further investigation, especially the relationship between strategic management and organizational adaptability. The chapter concludes by emphasizing the importance of further empirical research, particularly within the Saudi Arabian management consulting landscape, to better understand how these practices help organizations adapt. In short, this chapter lays a solid foundation for understanding how strategic management and adaptability work together.

2.2 Basic Concepts

2.2.1 Strategy Concept

Strategy involves making a series of coordinated choices aimed at helping a company perform well (Wiraeus & Creelman, 2019). When developing strategic plans (SPs), organizations define their main objectives and goals, then discover the best ways to achieve each one (Retnandari, 2022). These strategies are calibrated to predict expected outcomes, along with key measures and criteria. A clear and well-thought-out strategy helps organizations achieve their goals, remain competitive, and maximize their strengths (Isfahani et al., 2022). Creating a strategy involves matching

what an organization can do with opportunities outside the company to position itself effectively in the market (Mintzberg et al., 2020).

According to Wiraeus & Creelman (2019), the key to success in defining a goal or project is ensuring that everyone on the team agrees on the meaning of the strategy. This maintains clarity during the planning process. When formulating a strategy, it's important to identify different customer or market segments and understand their interests, whether it's price, quality, features, brand image, reliability, or service. Ultimately, a company's strategy is shaped by the specific customer groups and markets it decides to focus on.

Putting a strategy into action means making sure that day-to-day activities support overall goals (Fuentes et al., 2020). It's about turning your plans into concrete steps that lead to the results you want. While defining what your strategy should be is often straightforward, actually implementing it is usually more difficult, mainly because many traditional management approaches tend to cause this. This is where tools like the Balanced Scorecard (BSC) come in handy. They help leaders stay on track by outlining strategies in a clear and structured way. This approach works best when leaders have a clear picture of their organization's goals and know the steps needed to achieve them. Strategic planning involves looking ahead and coming up with ways to achieve the organization's goals. Good strategic planning is key to running things smoothly, as it helps you focus, use your resources wisely, coordinate activities, monitor progress, and work more efficiently (Ritson, 2019; Isfahani et al., 2022).

In the public sector, this type of planning often draws on and adapts private sector strategies to improve service delivery (Lapiente & Van de Walle, 2020). When properly implemented, strategic planning produces a detailed document called a strategic plan, which guides the organization's efforts (Retnandari, 2022).

A strategic plan is essentially a written document that clearly states what the organization aims to achieve and details the steps needed to reach it (Dlamini et al., 2020). Developing a plan requires a deep understanding of the organization, starting with defining its vision, mission, and core values. From there, it moves to setting specific objectives, selecting strategies, defining expected outcomes, identifying key performance indicators (KPIs), and establishing targets and results frameworks. Finally, knowing the resources needed to implement the plan is crucial (Kaplan &

Norton, 2004). A strategic plan provides clear guidance on how to implement strategies (Wiraeus & Creelman, 2019), helps define the organization's direction (Ritson, 2019), and is used to define the organization's identity, focus efforts, and maintain alignment (Mintzberg et al., 2022; Yean et al., 2020). Adaptability helps employees change their approaches and navigate organizational shifts smoothly, which in turn affects the overall resilience of the organization to strategy. In a 2022 study, Yean and colleagues investigated how employee adaptability acts as a bridge between managerial factors such as trust, support, openness, goal clarity, and engagement, and employee readiness for change in public sector organizations. They found that trust and goal clarity enhance employee adaptability. Furthermore, adaptability was shown to be a significant link between trust and goal clarity and employee willingness to accept change.

2.2.2. Strategic Management

Strategic management encompasses a set of plans and initiatives that shape an organization's long-term growth and success. It includes planning and implementation processes designed to achieve the organization's defined objectives. This management approach systematically coordinates all of the organization's resources to ensure the achievement of these objectives. The process follows sequential stages, beginning with goal setting, then assessing the competitive environment and conducting internal organizational analysis, culminating in the establishment of systems for evaluating and effectively implementing the strategy (Ibrahim, 2018).

From a research perspective, strategic management can be defined as the comprehensive decision-making and implementation processes undertaken by executive leadership to determine a long-term organizational direction. Key components include conducting SWOT analyses to improve performance, enhance implementation, and increase organizational value. This framework also includes continuous performance evaluation and ongoing enhancement of the organization's strategic competencies (Khalif and Slim, 2024).

For strategic management to be implemented in business organizations, the following procedures must be followed:

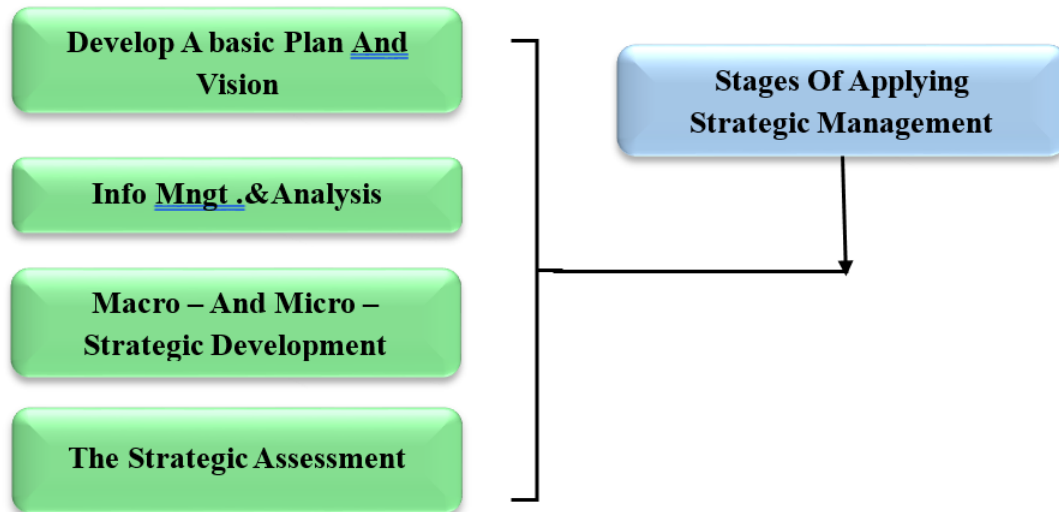


Figure 2.1 Strategic Management Process (Khalif and Slim,2024)

Strategic management concerns the systematic way in which leaders set and implement their main objectives and projects. They do this by considering what is best for all stakeholders, assessing available resources, and examining both their internal processes and external market conditions (David et al., 2020). This process helps organizations develop clear strategic plans aligned with their overall goals and devise specific methods for achieving those goals. A key component of strategic management is identifying and articulating the approaches leaders can use to enhance efficiency and market differentiation. While senior leaders, such as CEOs, bear ultimate responsibility for company strategy, implementation is often influenced by middle managers and frontline staff as well (Schneller et al., 2023). This shared responsibility means that a diverse group of people, not just senior executives, are often involved in shaping strategic initiatives.

2.2.3 Adaption to Change

The success of any organization truly depends on its ability to adapt and change strategically. These qualities help companies remain relevant and competitive, especially in today's rapidly changing markets. Without continuous growth and change, companies risk falling behind or becoming obsolete, particularly given how quickly things change in the business world (Rossi & Sengupta, 2022; Makina & Kengara, 2018; Capssa et al., 2022). It's not just about having a plan; companies need to

constantly review and adjust their strategies to stay ahead. This means being able to detect market shifts, changing consumer preferences, and new technological developments early and act quickly and effectively to address these changes (Le & Kroll, 2017-2020). In manufacturing, leaders can use this concept of strategic transformation to enhance their operational efficiency. This might involve redesigning processes, reorganizing teams, or introducing new innovations into the mix (Atieno & Kyongo, 2020).

Good management closely monitors how things are going, checking whether processes align with the company's larger goals. This helps them find ways to improve systematically and keep operations running smoothly (Bubenik et al., 2022). Some research suggests that companies with weaker market reputations that rely solely on closed innovation can perform better by being more open to external ideas, although engaging too many customers may not be beneficial for all companies (Morgan et al., 2021). As Leick (2019) points out, the most important strategies for adapting and growing in the market are staying ahead of trends and expanding into new areas. In general, maintaining flexibility and adapting strategically is essential for survival and success in today's fast-paced business environment. Companies that regularly review and update their strategies tend to have a better chance of achieving long-term success and growth. Many different factors influence how organizations undergo strategic changes and adapt over time. These factors can generally be divided into two groups: external and internal. External influences include changing market trends, the emergence of new competitors, technological advancements, political shifts, economic fluctuations, and societal and cultural changes. These factors often prompt organizations to reconsider and adjust their strategies. Internally, factors such as company structure, workplace culture, available resources, core skills, and leadership styles play a significant role in an organization's adaptability (Kraatz & Zajac, 2015; Makina & Kengara, 2018; Kujala, 2022; Bundi et al., 2016). Employee skills, motivation, and perceptions are also crucial when organizations attempt change (Richard, 2019; Triana et al., 2019; Harikkala-Laihinien, 2022; Rossi & Sengupta, 2022b). Leadership is particularly important; Studies have found that: those led by innovative entrepreneurs or CEOs tend to be better at making strategic changes (Wang et al., 2021), that leaders who stay longer in their roles positively influence transformation (Le & Kroll, 2017), and that having leadership teams with diverse and

experienced leaders can help with adaptation. The personal characteristics of CEOs, based on the Five Factors model, influence how organizations handle change, with some characteristics proving more beneficial than others (Capssa et al., 2022). While external pressures initiate the drive for change, it is the organization's ability to identify opportunities and improve its internal processes that truly determines success. Other important findings include: rapidly changing environments tend to stimulate resource-driven strategic transformations (Yang, 2019); financial flexibility strengthens the relationship between environment and strategy (Yang, 2019); a focus on delivering high-quality products helps organizations adapt better (Kujala, 2022); and transformational leadership plays a key role in driving change (Mulegwa & Imbambi, 2019). Regarding team dynamics, studies show that learning-based departments can hinder change, task-focused departments can help drive transformation, and rapid environmental changes can mitigate the negative effects of diversity within teams (Richard, 2019). Finally, the specific context of the organization and individual experiences profoundly influence how strategic change programs evolve (Harikkala-Laihin, 2022).

2.4 Strategic Management Process

Strategic management is the continuous process by which a company develops and implements its long-term plans. It is an iterative process that helps organizations do things such as setting clear goals, understanding their strengths and weaknesses, analyzing the external environment, developing appropriate strategies, and determining how to use their resources to achieve those goals (Juneja, 2023). Because this process is constantly changing, companies need to keep adapting to internal challenges and new external changes (Wheelen et al., 2017). In this study, we address five key stages of strategic management: first, surveying and analyzing the environment; second, developing and shaping strategies; third, planning how to implement strategies; fourth, the actual implementation of strategies; and finally, checking progress and making necessary adjustments.

2.4.1 Environmental Analysis

The first step in strategic management is to take a close look at what is happening both inside and outside the company. This typically begins with a SWOT analysis, which helps identify the company's strengths, weaknesses, opportunities, and threats (Benzaghta et al., 2021). A PEST analysis is then often conducted to examine factors such as political issues, economic conditions, socio-cultural trends, technological advancements, environmental concerns, and legal challenges that may affect the business.

2.4.2 Strategy Formulation

When organizations set out to define their strategic goals and objectives, they usually begin by analyzing their environment (Okumus et al., 2019). This step involves identifying the best path to achieve those goals. Once this is clear, different strategic options are studied, and the most suitable one is chosen. The main parts of this process include identifying the company's competitive position, clearly defining the target markets, and identifying the steps necessary to successfully implement the chosen strategies (Singh et al., 2023).

2.4.4 Strategy Execution

The essence of turning strategy into reality lies in putting plans and initiatives into action. Successfully doing this requires strong leadership, good project management skills, and the ability to deal with changes within the organization. The main objective is to ensure smooth workflow by tracking progress, resolving any problems that may arise, and updating the strategy as needed to ensure that work remains on track (Mio et al., 2020).

2.4.5 Evaluation And Control

Reviewing the success of the strategy and making any necessary adjustments is a crucial part of strategic planning. Teams use tools such as Key Performance Indicators (KPIs) and other relevant metrics to determine whether the organization is achieving its objectives (Yerimpasheva & Balgabayeva, 2020). This review involves closely monitoring aspects such as financial results, customer feedback, process improvements, and other key indicators that provide a clear picture of progress. It also means continuously monitoring these aspects and using real-time feedback systems to ensure

consistency. This ongoing monitoring helps maintain control and keeps the organization progressing toward its long-term goals (Singh et al., 2023).

2.5 Importance Of Strategic Management

Strategic management is a pivotal element in ensuring an organization's success and sustainability. It provides a structured and forward-looking approach to decision-making, enabling organizations to anticipate future obstacles and potential opportunities (Eberhard, 2023). This proactive stance allows them to strategically prepare for the future rather than merely reacting to immediate situations, thereby gaining a competitive edge in challenging market conditions. By implementing this systematic process, companies can improve their operational outcomes and ensure sustainable achievements, helping to reduce unpredictability and manage potential risks (Pambreni et al., 2019).

2.5.1 Providing A Systematic Approach To Decision-Making

Strategic management serves as a pivotal element in ensuring organizational success and sustainability. It provides a structured and forward-looking approach to decision-making, enabling organizations to foresee upcoming obstacles and possible prospects (Eberhard, 2023). This proactive stance allows them to strategically prepare for what lies ahead rather than simply responding to immediate situations, thereby gaining a competitive edge in challenging market conditions. By implementing such a methodical process, companies can enhance their operational outcomes and secure enduring achievements, as it assists in reducing unpredictability and managing potential hazards (Pambreni et al., 2019)

2.5.2 Maintaining Alignment And Coherence

Strategic management is essential for maintaining alignment and working towards shared goals. It involves clearly defining the company's mission, vision, and key objectives, helping everyone understand their role in achieving these goals (Samimi et al., 2022). When things are clear, employees, managers, and stakeholders feel more connected and motivated because they see how their efforts fit into the bigger picture. Furthermore, strategic management helps companies maintain their agility and respond quickly to changing market trends and customer needs. By closely examining both the

external world and internal dynamics, companies can identify their strengths and areas for improvement (Daft, 2021). This understanding facilitates the development of strategies that leverage strengths and address weaknesses or gaps in customer satisfaction. It also contributes to clearer and more effective decision-making. Strategic management provides leaders with a structured approach to evaluating options and making informed decisions (Burgelman, 2002). By following these principles, managers can ensure their decisions align with company goals, available resources, and current market conditions. This thoughtful process helps in selecting initiatives that are consistent with the overall strategy. As a result, it reduces disagreements within the team, encourages consistency, and minimizes the risk of pursuing conflicting strategies (Kabeyi, 2019).

2.5.3 Improving Organizational Performance

Strategic management is a key factor in helping organizations operate more effectively. It provides a clear method for assessing progress and identifying areas for improvement (Bogers et al., 2019). By setting specific performance goals and regularly checking the organization's performance against those goals, companies establish a reliable system for tracking progress. This approach helps identify growth opportunities, pinpoint weaknesses, and make informed, data-driven decisions. Overall, this approach enables organizations to maximize their strengths, address their weaknesses, seize new opportunities, and minimize surprises or risks along the way.

2.5.4 Boosting Adaptability And Resilience

In today's fast-changing business world, companies face constant shifts in markets, technology, and what customers want. Because of this, they need to be flexible and quick to respond when things change (Caputo et al., 2021). Strategic management helps businesses stay ahead by regularly keeping an eye on external changes and understanding how competitors are moving. This way, they can make smarter decisions, stay competitive, come up with new ideas, and handle surprises or disruptions in the market more effectively (Bamford et al., 2023).

2.5.5 Fostering A Culture Of Collaboration And Strategic Thinking

Strategic management is really important for creating an organizational culture that focuses on teamwork and looking ahead. It means encouraging different departments to work together and sharing knowledge across teams. It's also key to involve employees at all levels in making big decisions. When people from different areas share their ideas, companies can come up with innovative solutions and also boost employee engagement and commitment, making the whole organization stronger (Schermerhorn et al., 2020).

2.6 Strategic Management Dimensions

2.6.1 Strategic Vision

AlDhaheri et al. (2020) state that the strategic vision model primarily aims to translate the administrative guidelines of the strategic vision and business mission into specific performance indicators, outcomes, and results that the organization seeks to achieve. Managers can then monitor the company's progress by setting objectives and measuring their success or failure in achieving them. Elbanna et al. (2024) propose a model that focuses on medium and large companies competing in a diverse industry or a single business. These authors reveal that the strategic vision is the result of a formal planning process, with the most important role falling on the top manager. Strategic managers are responsible for defining and formulating strategies based on a set of elements obtained as steps within this model. The strategic vision is concerned with developing the organization's vision and identifying the priorities, actions, and activities necessary to achieve it. The organization's stated vision includes measurable, realistic, and achievable goals, while simultaneously presenting sufficient challenges. The strategic vision involves setting objectives and allocating resources, and discipline or order is a prerequisite for the success of the strategic vision (Kabeyi, 2019).

2.6.2 Resource management

Resource management involves formulating and implementing key objectives and initiatives adopted by senior management within a company, in relation to the owners, based on resource considerations and an assessment of the external and internal environment in which the organization competes. Therefore, a business strategy should possess at least five attributes (Hajli et al., 2017): (1) measurability, (2) clarity of objectives, (3) resource consumption, (4) defined responsibilities, and (5) verifiability.

Companies are now focusing more on leveraging external resources, such as customers, rather than internal efficiencies, to gain new competitive advantages. Organizations change through the transformation and restructuring of resources and capabilities. One such transformation involves identifying the type of organizational structure best suited to achieving a competitive advantage (Fuertes et al., 2020).

2.6.3 Innovation Management

Strategic innovation means an innovation in an individual's business model that leads to a new way of performing (Alqershi et al., 2020). Strategic innovation ensures that organizations do not fall into the trap of following accepted administrative procedures and patterns, which, despite this, cannot remain dominant since all their competitors are doing the same. In the contemporary business world, the ability to formulate strategic innovation is vital for providing effective and efficient performance. Therefore, strategic innovation, in particular, is a contribution of this study to the Yemeni context. In the highly competitive business environment of the 21st century, companies need to embrace innovation in order to survive and grow, providing value to stakeholders: owners, employees, society, and the economy in general. Horibe (2016) believes that one way for organizations to continuously innovate, win in the competitive market, and maintain their growth is to move from competitive advantage strategies to an innovation path. Innovation management programs can strengthen entrepreneurial ecosystems by consolidating an organization's innovation programs, stakeholders, and resources in one place. Digital innovation is the use of digital technology during the innovation process (Nambisan et al. 2017). Digital innovation drives the creation or modification of products, processes, or business models and transforms entire industries (Bouncken et al. 2019; Kraus et al. 2019; Laudien and Pesch 2019). Previous research has highlighted the digitization of innovation processes and their outcomes, particularly regarding the beneficial impact of information technology (IT) on new product development (Mauerhoefer et al. 2017). The capabilities of IT infrastructure can enhance the efficiency of the new product development process by reducing cycle time and the cost of new product development projects and improving the quality of the new product development process. Furthermore, new product development management programs can promote coordination within entrepreneurial ecosystems (EEs), which consist of "a set of interconnected actors and factors coordinated in a way that enables

productive entrepreneurship within a defined area." New Product Development (NPD) supports the integration of innovation programs within the organization, stakeholders, and resources in one place (Cavallo et al. 2019).

2.6.4 Strategic Planning

Strategic planning is essentially the process of determining where an organization wants to go by closely examining its current activities and future aspirations (Henderson & Hines, 2019). It is a fundamental management practice that helps companies articulate their vision, develop concrete strategies, and make informed decisions about how best to utilize their resources to achieve their goals. Researchers have shown that effective strategic planning can help companies differentiate themselves in the market, develop innovative models, improve their processes, and gain an edge through investment in their employees. However, implementing these strategies can sometimes lead to improved outcomes and other times to setbacks. Therefore, having the right planning process is crucial (Donkor et al., 2018). In today's rapidly changing business world, organizations need to establish the right strategic frameworks to maintain their competitiveness and continue to grow sustainably (Yadav et al., 2020; Albrechts et al., 2016).

2.7 Adaption To Change Dimensions

2.7.2 Resilience

The theory of resilience in the face of change, proposed by Rachmad (2022), explores how individuals and organizations can maintain their stability while remaining resilient in a rapidly changing world driven by new technologies and global interconnectedness. The theory offers practical advice for building resilience, which is the ability to continue operating effectively even amidst significant disruptions. This is achieved through rapid adaptation, continuous learning, and maintaining flexibility. The theory emphasizes the importance of laying solid foundations through preparation, education, and skills building, which many find difficult when unprepared for change (Nosike et al., 2024). For example, companies that do not plan for change often face difficulties when market conditions change, illustrating the importance of flexibility. The basic principles include raising awareness among individuals about the importance of flexibility, developing strategies such as developing new skills and modifying

processes, establishing strong support systems with appropriate resources and policies, and regularly reviewing and improving these strategies based on feedback. Resilience can be measured by the extent to which organizations adapt, the stability of processes during change, the achievement of goals despite disruptions, and the satisfaction of individuals with their efforts in flexibility. These criteria are often verified through questionnaires, performance data, and continuous evaluations. Variables that affect the effectiveness of flexibility include the organization's readiness, the effectiveness of its strategies, and the results achieved during periods of change. These criteria are assessed using tools similar to those used in measurement. Due to the breadth of this theory, it applies to many fields, such as human resources, where companies develop employee flexibility programs. Psychology, which deals with mental adaptation; education, through flexible curricula; social communication, in helping groups accept change; and healthcare, by supporting professionals through system updates—all these factors contribute to success. Success depends on strong leadership, a culture that encourages resilience, sufficient resources, and the ability to learn from feedback to improve strategies (Otokiti et al., 2022). Implementing this theory involves an ongoing process: first, identifying needs; then creating customized programs that include resilience training, supportive policies, and feedback channels; and regularly checking progress to ensure resilience is built sustainably for both individuals and institutions (Baker et al., 2021).

2.7.3 Continuous Learning

Adaptive Learning Theory, developed by Euseppe Eddie Rachmed in 2022, emphasizes the importance of flexibility in learning. It demonstrates that the ability to adapt quickly to new information and changing situations is key to success in many different fields. This theory offers practical advice for individuals and organizations on how to develop better strategies for adapting to changing circumstances. It explains that adaptive learning is an ongoing process of changing your approach based on new needs, contexts, and goals. True adaptive learning is not just about acquiring knowledge, but about applying that knowledge in real-life situations, particularly through flexibility, self-awareness, and reflection. The idea stemmed from observing how rapidly technology advances, how much information is available, and how constantly market demands change—all of which require individuals and businesses to adapt quickly. For

example, in today's job market, skills are constantly evolving, and those who can learn and adapt more quickly tend to achieve better results. This highlights the importance of having systematic approaches to building adaptive learning skills. The framework for implementing this theory includes key steps: first, recognizing and understanding new challenges; then, designing flexible learning plans to address them; and second, using reflection and feedback to continue improving. Creating supportive environments that encourage trying new things and innovation (Müller et al., 2023). Success in adaptive learning is manifested through better flexibility, more effective learning, stronger use of knowledge, higher satisfaction, faster skill development, and better performance, all of which can be measured through questionnaires, interviews, and performance data (Chughtai et al., 2024). The theory also addresses the flexibility of the learning process, the effectiveness of different strategies, and their impact on outcomes, using the same assessment methods. This theory can be useful in many fields: human resources can design adaptive training programs, psychologists can explore its impact on mental health, teachers can develop flexible curricula, and social networking can raise awareness of adaptive learning (Budhiraja & Rath, 2023). To ensure the success of this theory, it is important to create supportive spaces that value continuous growth and whose effectiveness can be measured through indicators such as adaptability, learning success, knowledge application, satisfaction, speed of skill development, and performance outcomes. In general, this provides a strong framework for developing critical adaptive learning skills in our rapidly changing world (Rachmad, 2022).

2.8 .Literature review

A comprehensive literature review was conducted on recent studies and research that focus on studying strategic management and adaptation to change in changing work environments.

2.8.1 Previous studies related to strategic management

Dionisio (2017) conducted a study titled "Strategic Thinking: The Role in Successful Management," which aimed to review the literature to explain the concept of strategic management by distinguishing between strategic thinking and strategic planning. The literature review revealed that companies still suffer from a lack of strategic thinking, leading to unplanned strategies and poor decisions. This occurs in an increasingly

competitive global environment characterized by rapid changes and more complex requirements that can impact the sustainability of these companies.

The results showed that strategic planning must follow strategic thinking, and that leaders are essential in implementing strategies to design and create a work environment where everyone is motivated to discover innovative ideas and achieve improvements and innovations. This is accomplished through regular evaluation of internal and external environments, providing more opportunities to enhance results.

Steiss (2019) published a study titled "Strategic Management for Public and Non-Profit Organizations." This book aims to provide a comprehensive framework for strategic management applicable to public and non-profit organizations. It presents practical management techniques and concepts to improve organizational performance and adapt effectively to change. Through SWOT analysis, Total Quality Management (TQM), systematic innovation, and Sigma, the book explains how organizations can develop strategies to achieve their goals and enhance their resilience and capacity for innovation. Among the study's key findings, the book concludes that strategic management plays a crucial role in improving the performance of public and non-profit organizations through the implementation of innovative and effective strategies. The book highlights the importance of internal and external analysis of the organizational environment, clearly defining strategic objectives, managing resources efficiently, and developing flexible strategies to adapt to challenges and developments. Another key finding is that the success of any strategy depends largely on the organization's ability to manage change, control performance, and foster continuous innovation.

Fuertes et al. (2020) published a research paper titled "The Conceptual Framework of Strategic Management: A Descriptive Literature Review." The study aimed to review the literature on the key principles that lead to defining the strategic approach, formulating strategies, establishing organizational structures, and conducting strategic evaluation as guiding principles for organizational management, while considering the effects of different types of strategies on organizational performance. The main elements of strategic management revealed by this study are: vision formulation, resource management, strategic planning, and innovation management.

Ferlie & Ongaro (2022) authored a book titled "Strategic Management in Public Service Organizations: Concepts, Schools, and Contemporary Issues." This book examines strategic management in public service organizations from a comparative and

international perspective, reviewing relevant strategic models that influence how these organizations are managed. In the era of new and post-new administrative reforms, public managers at all levels are expected to respond to these new approaches, which significantly impact their work practices, skills, and knowledge base. The dimensions of strategic management identified are: strategic planning, vision formulation, strategic growth, and innovation management.

A study by Bryso & George (2020), titled "Strategic Management in Public Administration," aimed to review relevant literature on strategic management to define its concepts within the public administration context. The study found that strategic management is a method for public companies or other authorities to develop strategies that combines strategy formulation and implementation. It typically includes strategic planning for strategy formulation, methods for strategy implementation, and continuous strategic learning. Strategic management can help public companies or other authorities achieve important objectives.

The study identified strategic planning approaches influenced by the Harvard policy model, logical hierarchy, and stakeholder management. More partial operational approaches include strategic deals, strategic issue management, strategic planning, innovation management, and resource management.

Mitra (2021) conducted a study titled "The Impact of Strategic Management and Corporate Social Responsibility on Post-Mandate Firm Performance: Evidence from India." This empirical study aimed to identify key aspects of strategic management and firm performance and to examine the relationship between these two variables. The study demonstrated that effective communication in strategic management significantly impacts organizational performance.

Flammer & Ioannou (2021) investigated how firms altered their investment strategies when the cost of credit surged during the 2007–2009 financial crisis. They employed a clever quasi-experimental setup: they compared firms whose long-term debt was due immediately before the credit crisis with those whose debt matured later. This allowed them to focus on how rising borrowing costs influenced firm decisions. The hardest-hit firms did not simply cut spending across the board. Instead, they adopted a two-pronged approach to cost reduction, cutting jobs and reducing capital expenditure while still protecting their investments in research and development and corporate social responsibility. Companies that adhered to this balanced strategy outperformed their

peers after the crisis. The research makes a clear point: protecting innovation and stakeholder relationships during challenging times pays off in the long run.

In a study by Zinchenko et al. (2022) on adaptive strategic management, the researchers set out to develop both the theory and application of this approach, focusing on how global business has changed with digitalization. To achieve this, they combined structural systems analysis, dialectical methods, and modeling. They not only examined the digital environment but also outlined a practical way to implement adaptive strategies.

What they arrived at was a new three-stage mechanism for the success of adaptive strategies. This mechanism is divided into subsystems for diagnosis, selection, and implementation. The process begins with customer interests and drives greater adaptability for companies and a more stable market position.

Of course, the study had its limitations, as it did not fully address how to manage the risks of digitalization. The authors noted that future work could address risk management for adaptive strategies, and there is room to improve diagnostic tools to guide these efforts.

Yin (2023) took a close look at how companies are coping with today's challenging economic realities, including globalization, resource scarcity, and ever-changing customer preferences. The researchers sought to determine the importance of adaptability for a company's long-term survival and growth. They employed matrix-based methods to make smart strategic choices and ultimately developed a practical framework to help retailers select the right adaptive strategy. Their findings demonstrated clear links between a company's adaptability and how it shapes its future strategy. Using this framework, companies can chart a future course that aligns with their needs. The study concluded that this approach not only helps companies withstand external pressures but also enhances their competitive advantage. Furthermore, this framework is suitable for all types of companies, large and small.

A study by McCall (2024), titled "Strategic Management and Competitive Advantage," examines the requirements of globalization, digital transformation, and customer advantage development for strategic management. The findings revealed that organizations must overcome constraints such as disruptive technologies, regulatory volatility, and market changes while aligning their strategies with the company's social roles and sustainability goals.

Ahmad (2024) conducted research aimed at investigating the role of strategic financial management in enhancing "company value and competitiveness in the rapidly volatility of the digital economy." This study explored how financial strategy emerges and responds to digital innovation to drive efficiency and value in the digital world.

2.8.2 Previous Studies Related To Adaption To Change

Sternad (2011) conducted a literature review titled "The Strategic Adaptation Process: A Literature Review" to explain the process of adapting to change. The review concluded that adaptation is a widely used term in strategic and organizational literature and identified three interpretations of adaptation: (1) the adaptive state, defined as a situation in which a company can survive under the conditions of its environment;

(2) adaptability, the ability of a company to respond to changes within its environment and thus maintain relevance; and

(3) the adaptation process, which can be categorized into adaptive specialization (enhancing the suitability of the environment and the organization in a given situation) and adaptive generalization (enhancing the company's adaptive capacity).

Van et al. (2020) conducted a study titled "How Do Employees Adapt to Organizational Change? The Role of Meaning-Making and Engagement at Work." This study focused on the benefits of engagement at work for individuals to adapt to organizational change. The results showed that individual engagement has a significant impact on adapting to organizational change. The study identified the dimensions of adapting to change as: effective communication, learning capabilities, and organizational flexibility.

Sarta et al. (2021) conducted a study titled "Organizational Adaptation," which aimed to clarify the concept of organizational adaptation by reviewing 443 articles related to the topic. The study found that organizational adaptation is a poorly defined concept. However, the principle is prevalent in management research and links the central issues of organizational change to performance and sustainability. It is also found in several terms ("fit," "alignment," "match," and "strategic change"). The dimensions of adapting to change identified in the study are: organizational flexibility, learning capabilities, and innovation capabilities.

Errida and Lotfi (2021) investigated the factors driving successful change management, focusing on a Moroccan construction company as their case study. They reviewed 37 different models of organizational change management to identify the most important factors. They then tested these findings using a research methodology, ensuring that the factors they identified held up in the real world. Ultimately, they categorized the key factors into 12 categories, all relevant to initiating change initiatives in the companies they studied. They note that there is still work to be done, particularly regarding how these factors might impact other organizations or industries. However, this study provides a clear and comprehensive view of what makes change management successful. Managers can use these insights to guide their change efforts in the right direction.

Khaw et al. (2022) point out that despite the constant occurrence of organizational change, employees still resist it, primarily due to their thinking and behavior in response. They sought to understand the reasons behind these responses and their consequences, so they conducted a systematic review of existing research. They categorized studies into comprehensive groups, focusing on the difference between individual (partial) and holistic (holistic) responses to change. Their analysis identified key debates in the field, demonstrated where negative feedback can offer some benefits, and clarified what managers need to know. They concluded their research by proposing a framework to guide future research.

Errida and Lotfi (2021) investigated the factors that truly drive successful change management, focusing on a Moroccan construction company as their primary case study. They began by combing through the literature, reviewing 37 different organizational change management models to identify the most important factors. They then put these findings to the test using a research methodology, ensuring that the factors they identified held up in the real world. Ultimately, they categorized the key factors into 12 categories, all relevant to initiating change initiatives within the company they studied. They note that further work is needed—particularly regarding how these factors might impact other organizations or industries. However, this study provides a clear and comprehensive understanding of what makes change management successful. Managers can use these insights to guide their change efforts in the right direction.

Ketemaw and Amente (2023) conducted a study titled "The Impact of Strategic Change and Adaptation on Organizational Performance: A Comprehensive Literature Review." This study aimed to examine the impact of strategic change and adaptability on organizational performance. Based on a literature review addressing the theoretical and empirical characteristics of strategic change and adaptation, the findings revealed that anticipating strategic change and adapting to it are essential for survival in the economic and technological environment. The study also demonstrated that adapting to change can be achieved through organizational flexibility and the capacity for innovation and learning.

Wanxiang (2024) conducted research titled "Exploring the Role of Strategic Leadership in Enhancing Organizational Performance: A Case Study of Emerging Industries." This study sought to uncover the impact of strategic management on enhancing organizational performance by analyzing key management practices, decision-making methods, and the alignment of management strategies with organizational goals. The study examined companies within emerging industries to assess how management stimulates competitive advantage, drives innovation, and fosters sustainable development. The research identified management practices that contribute to high performance, including vision formulation, adaptability to change, innovation management, and stakeholder engagement. The results highlight the importance of management strategies adapting to rapidly changing market dynamics.

Cristofaro et al. (2025) conducted an essay analysis to investigate dynamic capabilities—an environment comprised of (a) the roles dynamic capabilities play in relation to the environment, termed adaptation, and (b) the evolution of the external environment, which refers to discrete or continuous change. The authors focused on discrete adaptive changes in the external environment. These findings also demonstrated the potential for an adaptive perspective on dynamic capabilities and a renewed focus on dynamic capabilities to enhance understanding of how leaders chart the company's course through dynamic capabilities. The study also pointed to the role of cultural change in adapting to change, learning capabilities, and innovation capabilities.

Jia & Nasir (2025) conducted a study titled "Exploring the Role of Organizational Change and Commitment in Shaping Employee Performance: Evidence from Fifteen

Supermarkets in Huangpu, Shanghai." This study aimed to investigate the impact of organizational volatility and organizational commitment on employee performance. The study demonstrated the importance of change management and fostering strong organizational commitment to motivate employee productivity. Stasielowicz (2025) conducted a study titled "The Importance of Communication on Change and Motivating the State When Adapting to Changes" to promote change management. The study demonstrated that employee training and selection are effective strategies for adapting to change in organizations.

Satriadi & Ellmanda (2025) conducted a study titled "The Important Role of Leadership Style in Organizational Change (A Case Study of the Foreign Tourist House, Karwikarya, Tanjung, Pinang)." The purpose of this study was to investigate the important role of management in organizational change. The results emphasized the importance of leadership that focuses on empathy, humility, and the ability to adapt to change.

2.8.3 Previous Studies Linked Between Strategic Management And To Adaption to change

Naamati Schneider (2020) conducted a research paper titled "Strategic Management as Adaptation to Changes in the Ecosystems of Public Hospitals." Her study examined the impact of strategic management in six public hospitals, assessing the level of adaptation, implementation, and integration of management strategies using Ginter's model of strategic management for healthcare organizations. The study provided valuable insights into the behavior of hospitals and their adaptation to their constantly changing environments, which necessitates extensive collaboration between staff and management, including effective communication, resource management, and vision formulation.

Jerab & Mabrouk (2023) conducted a study titled "The Role of Leadership in Changing Organizational Culture." This study addressed the key role of management in the dynamic process of change and fostering organizational awareness. Based on a comprehensive literature review, the study found that leadership plays a crucial role in motivating adaptation to change. This research highlighted the multifaceted impact of management in driving cultural change within companies and organizations.

Frede et al. (2024) explored how strategic leadership shapes change management in public institutions and examined how knowledge management is integrated into this framework. They used an illustrative quantitative design and collected data using a structured questionnaire from 366 randomly selected individuals from public institutions in northwestern Ethiopia. They verified the questionnaire's reliability and validity and then analyzed everything using partial least squares structural equation modeling.

The results concluded that both strategic leadership and knowledge management have a direct impact on how institutions manage change. Knowledge management also plays an intermediary role, linking leadership to change outcomes. This study fills a significant gap in the literature by demonstrating how strategic leadership drives change in public institutions—particularly when knowledge management is considered.

2.8.4 Comment on previous studies

The literature review aimed to identify the main independent variable which strategic management and its dimensions :strategic vision, resource management, innovation management, strategic planning while the dependent variable identified by literature is adaption to change and it dimensions: change management, flexibility, continuous learning ,efficient communication.

The literature addressed several studies related to strategic management and numerous studies regarded to adaption to change but there is very limitations of the studies that search on relationship between strategic management and adaption to change. Also, The literature review showed that most of the studies based on literature review and there is a lack of researches that adopt quantitative methods and surveying studies .

This study looks into an important gap in what we currently know by exploring how strategic management helps organizations adapt to change, especially in management consulting firms in Saudi Arabia. While earlier research has often looked at strategy and adaptation separately, few have really examined how practices like strategic planning, innovation, and resource management directly impact a company's ability to keep up with changing conditions. Most existing studies tend to be more on the theoretical or qualitative side, so there's a real need for research that combines different methods to test these ideas more thoroughly. Focusing on Saudi Arabia's consulting industry also helps fill a gap, since this area and sector haven't been studied much

despite their growing global role. This research is valuable because it develops a detailed framework that links key parts of strategic management like setting a clear vision and managing resources with how companies actually adapt, such as being flexible, learning continuously, and communicating effectively. This framework builds on well-known theories like Energetic Capabilities and Upper Echelons Theory, but it also offers practical tips for firms trying to stay adaptable. The study uses a mix of quantitative surveys (analyzed with SPSS) and in-depth interviews (analyzed with NVivo) to make sure the results are solid and detailed. Unlike some previous research that looks at just one piece of the puzzle, this work offers a complete picture, emphasizing actionable strategies for companies facing change. By building on earlier studies that provided strong theoretical backings and focusing on the specific regional context, this research addresses some common limitations like relying only on theory or having regional biases. It adds to the academic conversation while offering real-world advice for consulting firms in Saudi Arabia and beyond. The findings aim to help scholars expand the understanding of strategic adaptation and give companies practical, evidence-based ways to succeed in work environments.

Table 1 summarizes the comment on previous studies, indicating the similarities and differences in this study with previous studies

Table 2.1 Comment on previous studies

Similar aspects with previous studies	Differences with previous studies
Eating strategic management in institutions and companies	A great shortage of studies that examine the relationship between strategic management and adaptation to change.
Study adaptation to change in changing work environments	There is a lack of research that depends on quantitative methods and survey studies

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