

رقم	المحور	الملاحظة	التعديل المقترح	رد الطالب
1	مجتمع وعينة الدراسة	لا يكفي عرض أرقام تتعلق بعدد الشركات أو توصيف مجتمع الدراسة دون توثيقها بمراجع علمية أو مصادر رسمية	توثيق جميع الأرقام بمصادر رسمية أو معتمدة	إن أي أرقام أوبيانات لعدد الشركات أو الموظفين تم إدراجها في فقرة مجتمع وعينة الدراسة هي عبارة عن إحصائيات تم جمعها من قبل الباحث كونه يعمل في شركة استشارات إدارية في المملكة العربية السعودية ولا يوجد أي مصدر رسمي أو حكومي يوضح هذه الإحصاءات وإنما تم جمعها باجتهاد شخصي من الباحث، والشركة التي يعمل فيها كون الشركة تعمل في نفس المجال يعمل في نفس المجال
2	مجتمع وعينة الدراسة	ذكر أعداد مثل (600 شركة، 55 شركة، 8 شركات...) دون الاستناد إلى مصدر موثوق	الاستناد إلى تقارير رسمية أو قواعد بيانات حكومية	
3	مجتمع وعينة الدراسة	غياب التوثيق يضعف من مصداقية الدراسة في تحديد مجتمع الدراسة	تعزيز التوثيق أو توضيح آلية الحصول على البيانات	
4	الدراسة الاستطلاعية	تم ذكر إجراء الدراسة الاستطلاعية دون عرض نتائجها الفعلية	عرض نتائج الدراسة الاستطلاعية بالأرقام (مثل معاملات الثبات)	تم إضافة نتائج معاملات الثبات ونتائج التحليل العملي وتظليلها باللون الأصفر وسيتم إرفاق نتائج الدراسة من اختبار فرضيات ومناقشتها في الفصل الرابع
5	أداة الدراسة	تضمن أدوات (تحليل الوثائق والملاحظة) رغم عدم استخدامها فعلياً	حذف الأدوات غير المستخدمة والتركيز على الأدوات الفعلية	لقد ذكرت ضمن الفصل الثالث أنني استبعدت إجراء تحليل وثائق وملاحظات واكتفيت فقط في المقابلات والاستبانة من خلال النص التالي الذي تم تظليله ضمن الفصل الثالث بالأصفر (في هذه الدراسة، ونظرًا لحجم العينة الكبير المطلوب لوصف دور الإدارة الاستراتيجية في تعزيز التكيف مع التغيير، مع اعتماد دراسة حالة لشركة استشارية إدارية، فإن تحليل الوثائق أو "زيارة مواقع" الأداء الفعلي أمر غير عملي، ولذلك تم استبعادهما من المناقشة اللاحقة. واعتُبرت الاستبانة والمقابلة مناسبتين. فهما ملائمتان لجمع البيانات حول خصائص الأفراد وسلوكياتهم ومواقفهم وخبراتهم وآرائهم
6	أداة الدراسة	عدم توضيح تصميم المنهج المختلط (تتابع أم متزامن)	تحديد نوع التصميم المختلط بشكل صريح	تم اعتماد المنهج المختلط المتتابع حيث تتبع الدراسة تصميمًا متسلسلاً تفسيريًا مختلطًا، يبدأ بالتحليل الكمي ثم ينتقل إلى إجراء المقابلات وتحليل البيانات النوعية. وتأتي المقابلات بعد الاستبيان لتوضيح النتائج الإحصائية وتوسيع نطاقها وقد تم توضيح ذلك بالفصل الثالث وتظليله بالأصفر
7	أداة الدراسة	ضعف التبرير المنهجي لاختيار الاستبانة والمقابلة	ربط اختيار الأدوات بأسئلة وأهداف الدراسة	تم التبرير المنهجي لاختيار الاستبانة والمقابلة من خلال ربط اختيار الأدوات بأسئلة وأهداف الدراسة وتم تظليله بالأصفر
8	أداة الدراسة	عدم توصيف المقابلات بشكل كافٍ	توضيح طريقة التنفيذ، التسجيل، ومعايير اختيار العينة	لم يتم بعد الانتهاء إجراء المقابلات وسيتم تلافي الملاحظة فور الانتهاء من إجراء المقابلات
9	أداة الدراسة	غياب الربط بين نتائج الاستبانة (الكمية) والمقابلات (النوعية)	توضيح آلية التكامل بين المنهجين	تم إضافة الفقرة 3.11 التي توضح آلية التكامل بين المنهجين
10	أداة الدراسة	غياب تفاصيل حول عدد الخبراء وآلية اختيارهم عند مراجعة الأداة	تحديد عدد الخبراء ومعايير اختيارهم بشكل واضح	لقد تم ذكر إجراء مقابلات مع 8 خبراء من شركات الاستشارات الإدارية أما معايير اختيارهم فكان بناء على خبرتهم في مجال الاستشارات الإدارية ومنصبهم الوظيفي والدرجة العلمية وقد تم ذكر ذلك في الفصل الثالث

نموذج

مشروع خطة أطروحة للتسجيل لدرجة الدكتوراه

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 Three

Study methodology

3.1 Research Philosophy

Starting with research philosophy, it entails the assumptions and beliefs developed by the researchers regarding the social aspects lead to developing knowledge (Alharahsheh & Pius, 2020). In this case, researchers consider two philosophies in research studies namely; positivism, post positivism and Pragmatism.

Positivism assumes a single reality, which exists independent of human perception. The purpose of research, therefore, is to accurately describe the regularities through observer neutrality and the scientific method (i.e., deduction, quantification of observations data, control of empirical variables, and quantitative methods). Rigour, measured by reliability and validity assures accurate outcomes. Positivism is generally associated with experiment and survey strategies, and quantitative research. The main criticisms include the claim to absolute reality and a “scientific method”, outcomes of which are often irrelevant to contexts.

post-positivism bridges the chasm between positivism and constructivism. The purpose of research is to discover both patterns and meaning. It admits a single, objective reality which can be known fallibly. Thus, it is important to eliminate alternate explanations or representations of reality (Mertens, 2015).

Post-positivism accepts the influence of context, rejects total neutrality of the researcher, and relies on rigorous research processes to obviate bias and errors. The underlying assumptions

support both quantitative and qualitative research. However, it is generally agreed that it is predominantly quantitative research in which a qualitative component is used to gain further insight (Schoonenboom & Johnson, 2017).

as for pragmatism, pragmatism provides the following philosophical basis for research Tenenbaum, (2018).

1. Pragmatism is not connected to any single system of philosophy and reality. This applies to mixed methods research in that inquirers draw freely from quantitative and qualitative assumptions when they engage in research.
2. There is a freedom of choice among individual researchers. In this way, the researchers are free to choose what methods, techniques, and procedures of research that best meets the needs and purposes of the research and the researcher.
3. To the pragmatists, the world is not an absolute unity, just the same as mixed methods researchers look to several approaches for collecting and analyzing data rather than subscribing to just one way.

4. The truth is essential in pragmatism. Thus, in mixed methods study, investigators use both quantitative and qualitative data because they work to provide the most appropriate understanding of a research problem.
5. Pragmatists need to establish a purpose for mixing methods, a rationale for the reasons why qualitative and quantitative data must be combined in the first place.
6. Hence for the mixed methods researcher, pragmatism worldview will open the door to multiple methods, different world views and different assumptions, as well as the various forms of collecting and analyzing data.

Given that this study employs a mixed approach—quantitative using questionnaires and qualitative using interviews—and relies on hypotheses to examine the role of strategic management in enhancing adaptability to change through a case study of a management consulting firm, followed by analysis and interpretation of the results, the underlying philosophy of this study is pragmatism.

3.2 Research Approach

For the research approach, Wardani and Kusuma (2020) affirm that it involves the specific procedures that offer guidance on the way the data should be collected and analysed. Besides, research approach indicates the precise plans implemented by researchers to understand the research assumptions and interpretations. In business research, researchers commonly utilise inductive and deductive approach as the research approaches. Drawing from a study by Hughes and Sharrock (2016), inductive approach focuses on new theories development from bottom to top using the data collected. Importantly, inductive approach begins with a narrow theory, and extrapolates the theory to a wider perspective thereby formulating conclusions that are extensive and general. In addition, inductive approach enables the researcher to explore new and existing phenomenon from different perspectives that perhaps had not been considered (Wardani & Kusuma, 2020). Differently, Hughes and Sharrock (2016) explain deductive approach also known as ‘top-bottom’ approach in terms of testing and confirming the existing theories from a wider perspective to a narrow perspective to arrive at specific conclusions. Moreover, Hughes and Sharrock (2016) pointed out that deductive approach rests on the actions taken during the study implying that the research approach can use either qualitative or quantitative studies.

Accordingly, deductive approach has always been associated with quantitative approach (Hughes & Sharrock, 2016). In line with this assertion, deductive approach becomes is appropriate for this study because it is a mixed method study that uses qualitative and quantitative data.

This study adopts deductive approach. In particular, the rationale grounding the choice of deductive approach that researchers focus on confirming/ rejecting the existing hypothesis instead of developing new ones. Adopting deductive approach can help the researchers confirm/reject hypothesis on the role of strategic management in enhancing adaptive to change.

Therefore, a deductive approach would be benefit for this study which is geared towards extensive and in-depth understanding of the research phenomenon.

3.3 Research Design (Sequential Explanatory Mixed Methods)

The research design is based on Research Design (Sequential Explanatory Mixed Methods). This strategy may be described as a cross-sectional, descriptive, mixed methods survey, underpinned by post-positivism. By convention, the sequential strategy is depicted as vertical (Creamer, 2018). As illustrated in Figure 3.1, this consisted of two phases: quantitative dominant (Phase 1) followed by qualitative-less dominant (Phase 2), i.e., QUAN → qual. Phase 1 identified the main elements which described strategic management evaluation and the adaption to change in the managerial consultant companies and the results used to design and implement Phase 2 that comprise explain the results in phase one and obtaining more details of the results in phase 1.

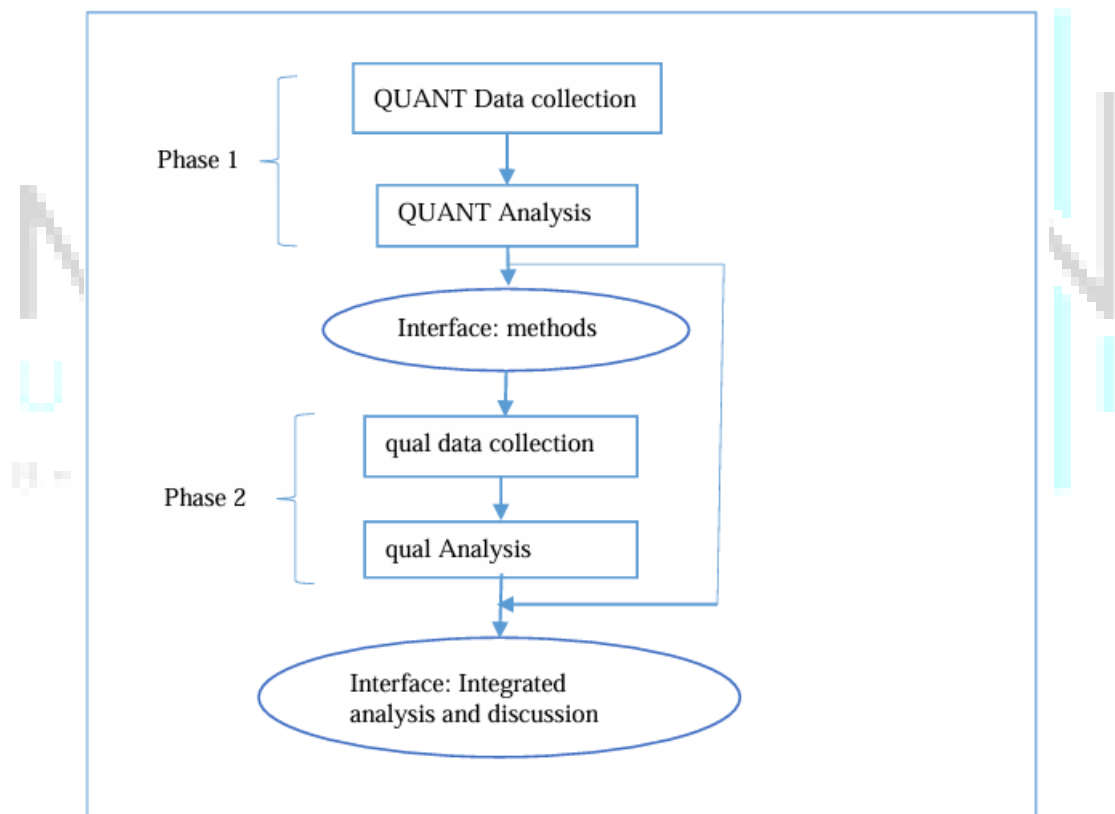


Figure 3.1: Study Design (Source: by Researcher)

3.4 Study Model, Study terms and their operational definitions

Based on the literature review, previous studies and the subject of the study, the following operational definitions and terms used in the study can be provided:

-Strategic management: strategic management can be defined as the dynamic operation of formulation, execution, assessment, and strategy monitor to attain the strategic aims of the company (Rêgo et al., 2021).

- **strategic vision:** A strategic vision is an obvious perception and ambitious goals that identify sustainable goals and favorable future condition of the organization. It can be considered as guidance for all stakeholders participated. The strategic vision concludes what the company seeks to attain within a specific time taking into account the difficulties and apportunities (Niemand et al.,2021)

-resource management : Resource management indicated the organizing and effective dediction, usage, and supervision of an company's resources to attain its strategic goals. These resources comprise financial property, human resources, physical property, and technological infrastructure (Harijanto et al., 2022)

- **Innovation management:** innovation management indicates to the structured operation of motivating, leading, and executing innovated ideas, products, services, or operations within a company to attain sustainable strategic objectives and competitive benefit. It requires arising ecology that motivates creative thinking, determining chances for innovation, dedication resources for project innovations (Agustian et al.,2023).

-Strategic planning: Strategic planning is a structured procedures via which a company identifies its sustainable objectives, identifies the essential actions to attain those objectives, and dedicate resources to implement those plans. It requires setting an obvious vision, evaluating internal and external surroundings, setting strategic goals, and continuously control to assure alignment with the comprehensive strategic objectives (Malik,2023)

-Adaption to change: Adaptation to change indicates to the operation via which a company adjust its practices, constitution, processes, and culture to efficient reaction to internal and external changes in the business surroundings (Alsharari, 2024).

- **Flexibility:** establishing the capacity to rapidly transform and executing new practices in reaction to changing conditions (Govindarajan, & Ananthanpillai,2022).

-Continuous Learning: boosting learning culture and learning abilities and improvement to maintain personnel equipped with the experiences and knowledge required to deal with fluctuations (Armanious, M., & Padgett, 2021).

The study model is based on two main theories that explain the connection between strategic management and how organizations adapt to change. These theories support the proposed links between the independent variables (strategic planning, innovation management, strategic vision, resource management) and the dependent variables (flexibility and continuous learning).

Energetic Capabilities Theory (Teece, Pisano & Shuen, 1997) is the main framework for the independent variables in this study. According to Teece et al. (1997), energetic capabilities are "the firm's ability to combine, build, and rearrange internal and external skills to handle rapidly changing environments". This theory shows how organizations can gain a competitive edge by developing advanced capabilities that help them spot opportunities, take advantage of them, and change their resources to meet environmental shifts (Teece, 2007). The parts of strategic management in this study—strategic vision, resource management, innovation management, and strategic planning—are examples of energetic capabilities that help firms deal with uncertainty and change. Strategic vision guides capability development; resource management allows changing assets; innovation management supports creating new processes and services; and strategic planning sets the framework for organized adaptation. As Eisenhardt and Martin (2000) explain, energetic capabilities are the processes organizations use to combine, rearrange, gain, and release resources to respond to market changes.

Change Management Theory (Lewin, 1947) forms the basis for the dependent variables related to adapting to change. Lewin's (1947) well-known three-stage model—Unfreezing, Moving, and Refreezing—describes how organizations move from their current state to a desired future state. Unfreezing means preparing the organization for change by questioning existing beliefs and building motivation; Moving means carrying out the change through new behaviors, processes, and thinking; Refreezing means making the change stable by embedding it into the organization's culture and systems (Burnes, 2004). Kotter's (1996) eight-step model builds on this by emphasizing the importance of creating vision, communicating it, and making the change part of the organization. These theories support seeing adaptation as having two parts: flexibility and continuous learning. Flexibility is the organization's ability to adjust quickly during the "moving" phase by changing practices and processes (Golden & Powell, 2000). Continuous learning is the organization's ability to learn new things during "unfreezing"

and to make that learning a permanent part of the organization during "refreezing" (Greenwood,1997).

Combining these two theories creates the study model shown in Figure 3.۲. Strategic management—measured by its four parts (strategic vision, resource management, innovation management, and strategic planning) and based on Energetic Capabilities Theory—is expected to improve adaptation to change—measured by its two parts (flexibility and continuous learning) and based on Change Management Theory. This theoretical base leads to the main hypothesis (H₁) and eight sub-hypotheses (H_{1a} through H_{1h}) that explore the specific links between each strategic management part and each adaptation outcome.

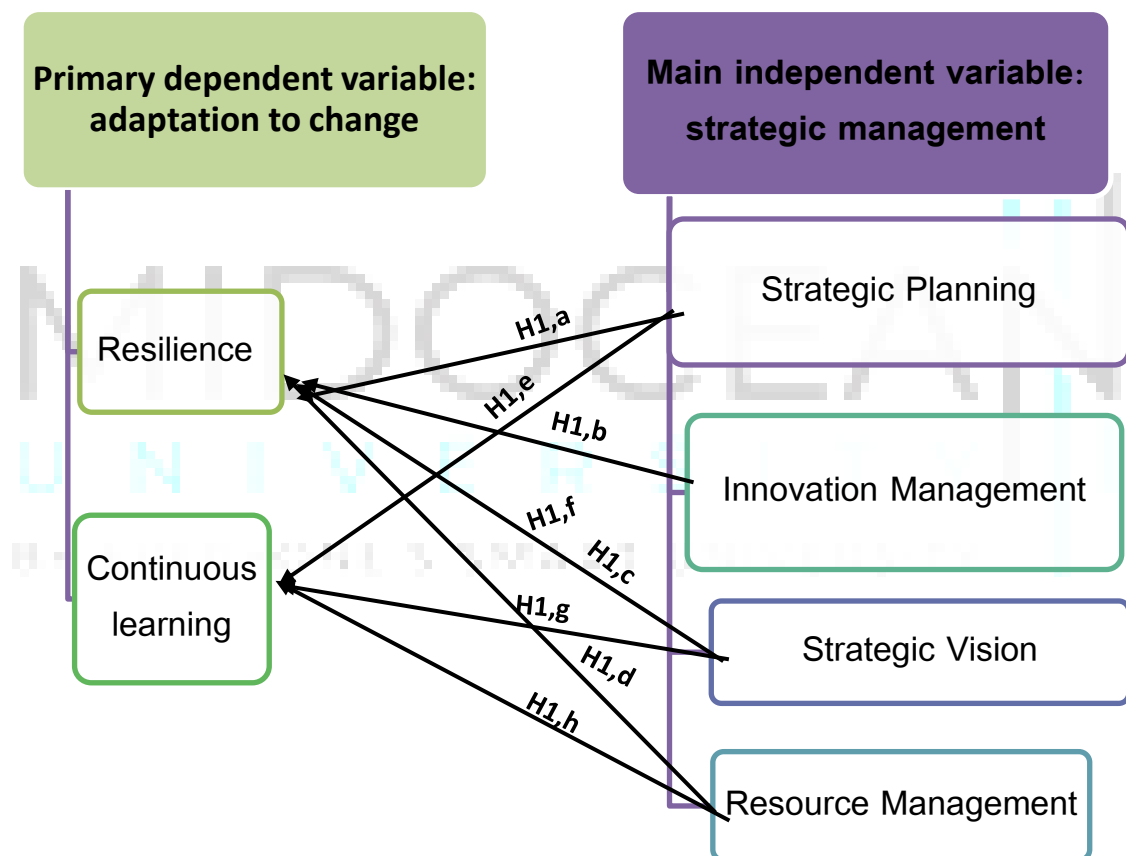


Figure 3.۲ Study Model: The Impact of Strategic Management on Enhancing Adaptation to Change in a Management Consulting Firm

3.5 Study Population and Sampling Strategy

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 in which this study adopts an embedded case study design where the study concentrate on deep analysis instead of focusing generalizing results.

3.6 Pilot Study

After framing the draft questionnaire, based on the previous literature reviews and discussion, a pilot study was conducted with the sample of 20 respondents . Questionnaires were circulated and after few follow ups response were collected through online. Reliability of the questions/statements was checked by conducting Cronbach's alpha test through SPSS. Cronbach's alpha captures the internal consistency of the attitudinal statements which is related to the latent variable or construct. Higher the value indicates, better is the internal consistency or reliability of the questionnaire.

Though the cut of value for acceptable Cronbach's value is dependent on the number of items and the type of scale ie whether it is dichotomous or 5 point liker scale. A minimum of 0.7 should be acceptable (Hussain, 2018).

3.7 Instrument Development and Measurement Scales

Interview, and questionnaire are applicable to survey (De Vaus, 2014). Each method has strengths and shortcomings and should be evaluated and selected against the backdrop of a unique research context, i.e., research purpose, type of data to collect, method of analysis and practical constraints, etc. (Saunders et al., 2015).

For this research, the larger sample size required to describe role of strategic management in enhancing adaption to change adopting case study managerial consultant company makes analysis of document or “visiting the scenes” of actual performance impractical and are, therefore, elided from further discussion. Questionnaire and

interview were considered appropriate. These are suitable for gathering data on characteristics, behaviours, attitudes, experiences, and opinions of people (Saunders et al., 2015; Walliman, 2018)

Questionnaire allows collection of standardized responses from a larger sample over a wide geographical area at a low cost, which can be compared (to establish patterns) and generalized, e.g., to the sample itself or the entire population (Rowley, 2014; Saunders et al., 2015; Walliman, 2018). A higher response rate is important for description. There are various online and offline modes of administration. The shortcomings of structured responses are limited detail and the lack of opportunity to follow-up for further explanation.

Interview yields detailed information to improve understanding, but is time consuming and, therefore, supports a smaller number of cases (Rowley, 2012; Saunders et al., 2015; Walliman, 2018). There are different forms, e.g., structured, semi-structured, and unstructured. A semi structured interview combines prior organization (e.g., selection and order of questions) and flexibility (e.g., to change questions or ask follow-up questions). Questionnaire and interview, as self-report methods, suffer from reticence and socially desirable responses. Thus, it is important to consider this in instrument construction and administration.

The questionnaire includes a first section containing information about respondents such as their experience, years of experience, age, and job position. The second section covers strategic management, addressing several key areas: strategic planning, innovation management, strategic vision, and resource management. The third section focuses on adapting to change, covering two main areas: flexibility and continuous learning. Each section of questionnaire includes between 4-5 items. The statements of questionnaire were measured in an ordinal form using a Likert scale based on a range of rating of the statements, varying from 1 to 5 (strongly disagree, disagree, neutral, agree or strongly agree).

The second stage of the study based on investigating the outcomes the quantitative method using interviews with 8 experts in management consulting company and the data of the interviews will be coded and analyzed using NVIVO software.

This study uses a questionnaire and semi-structured interviews as the main tools to collect data. This choice is clearly based on the research questions and goals, ensuring the methods fit well. The main question looks at how strategic management helps management consulting firms adapt to change. It is divided into four smaller questions about how strategic vision, resource management, innovation management, and strategic planning affect two outcomes: flexibility and continuous learning. The questionnaire focuses on the quantitative goals. It describes the level of strategic management practices and adaptability to change among 150 employees in the two consulting firms. It also tests eight sub-hypotheses (H_{1a} through H_{1h}) that expect positive links between each strategic management area and each adaptation outcome. The questionnaire has 28 items using a Likert scale. It was checked with factor analysis and reliability testing (Cronbach's alpha = 0.939). This makes it possible to use statistical methods like multiple regression and structural equation modeling. These methods help find the direction, strength, and significance of the relationships. The semi-structured interviews involve 8 experts from the same firms. They aim to explain why and how strategic management helps or blocks adaptability to change. The study follows a sequential explanatory mixed methods design began with quantitative analysis and then moving to conduct interviews and analysinf qualitative data. . The interviews come after the survey to clarify and expand on the statistical results. They capture context, causes, real examples, and organizational details that surveys miss. For example, while the questionnaire might show a strong positive link between innovation management and continuous learning, the interviews reveal how innovation is supported, resourced, or hindered in daily work and what challenges employees face. This combination ensures that the questionnaire answers the confirmatory and general questions linked to testing hypotheses, while the interviews answer the interpretive and detailed questions about processes and meaning. So, both tools are carefully chosen and directly based on the study's research questions, goals, and practical philosophy. This approach uses multiple methods to best understand the research problem.

3.8 Validity and Reliability

It had been checked the quality of the research tools, the questionnaire, by testing validity and reliability. Validity means the data really measures what we want to study (Ghauri and Grønhaug, 2005). Reliability means the results stay the same if we do the research again under the same conditions (Saunders et al., 2016)

3.8.1 Content validity

Validity describes the degree to which an instrument or tool measures what it is intended to assess (Salkind, 2017). Patton (2015) noted that instrument validity is based

on “careful instrument construction to ensure that the instrument measure what it is supposed to measure”. In order to ensure that the study instrumentation measured what it was intended to, the study definitions of each of the variables of the framework were utilized when developing survey and interview questionnaires. The instruments were field-tested and discussed with the thematic group of researchers and experts. Modifications to instrumentation tools were made for content validity.

3.8.2 Construct validity

Construct validity shows if the tool measures the idea it is supposed to measure. It had been checked this with two methods: internal consistency and factor analysis.

Internal consistency means each question fits well with the total score of its group (Green et al., 2016). It was used Pearson correlation to check this. High correlation means the question fits well and helps measure the group.

3.8.2 Exploratory Factor Analysis

Factor analysis is a set of statistical techniques which examine data (e.g., questionnaire responses) to determine the underlying structure, e.g., factors and their relationships (Hair et al., 2018). The techniques may be broadly classified into two: exploratory and confirmatory.

Typically, exploratory factor analysis (EFA) “explores” a dataset to discover an underlying structure. Conversely, confirmatory factor analysis (CFA) applies a priori assumptions about the problem under investigation (e.g., the exact number of factors) to establish the structure (Boamah, 2022).

Thus, EFA supports theory building and is well-suited to under developed research problems while CFA is appropriate for theory testing (Kline, 2013). The choice, therefore, depends on the research purpose; EFA is consistent with the purpose of this research .

It had been also used factor analysis because we have enough data (N=150). EFA finds the main factors in the scales and checks if the questions match the right groups. We used principal component extraction with varimax rotation. It had been checked KMO and Bartlett's Test to see if the data is good for factor analysis. It had been removed questions with loadings below 0.50 or those that fit many groups.

The following procedures had been done to conduct factor analysis:

3.8.2.1 Factor Extraction

Before conducting the Principal Component Analysis (PCA), it is crucial to assess the suitability of the data for factor analysis. This assessment was carried out by examining the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. Table 3.1 presents the results of these tests:

Table 3.1 KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.920
Bartlett's Test of Sphericity	Approx. Chi-Square	2078.014
	df	435
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy in this analysis is 0.92, which indicates that the data is highly suitable for Factor Analysis. The KMO measure assesses the adequacy of the correlations among variables, and values closer to 1 suggest that the data has a high degree of shared variance. A KMO value above 0.9 is considered "marvelous," meaning that your variables are strongly related and will likely yield meaningful factors. This suggests that the sample size and intercorrelations among the variables are excellent for performing Factor Analysis.

Bartlett's Test of Sphericity produced a chi-square value of 2078.014 with 435 degrees of freedom and a significance level of 0.000. This test evaluates whether the correlation matrix is significantly different from an identity matrix, which would indicate that the variables are unrelated. A significant result ($p < .05$) suggests that the variables are sufficiently correlated to proceed with Factor Analysis. In this case, the significance level is 0.000, which allows us to reject the null hypothesis that the correlation matrix is an identity matrix. Therefore, the data meets the requirements for Factor Analysis, and the relationships between the variables are strong enough to extract meaningful factors.

The 30 items, along with their eigenvalues and variances, are explained in Table 3.2.

Table 3.2 The eigenvalues and total variance explain

Component	Total Variance Explained					
	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.397	37.992	37.992	11.397	37.992	37.992
2	1.496	4.985	42.977	1.496	4.985	42.977
3	1.421	4.736	47.713	1.421	4.736	47.713
4	1.157	3.857	51.570	1.157	3.857	51.570
5	1.095	3.652	55.222	1.095	3.652	55.222
6	1.049	3.496	58.718	1.049	3.496	58.718
7	.948	3.161	61.879			
8	.914	3.046	64.925			
9	.868	2.892	67.817			
10	.799	2.663	70.480			
11	.763	2.543	73.023			
12	.729	2.431	75.455			
13	.677	2.257	77.711			
14	.619	2.062	79.774			
15	.603	2.011	81.785			
16	.568	1.892	83.677			
17	.542	1.808	85.485			
18	.504	1.681	87.166			
19	.456	1.521	88.687			
20	.443	1.477	90.164			
21	.418	1.395	91.558			
22	.387	1.291	92.850			
23	.347	1.157	94.007			
24	.338	1.127	95.134			
25	.326	1.086	96.219			
26	.278	.928	97.147			
27	.247	.822	97.970			
28	.228	.762	98.731			
29	.219	.729	99.460			
30	.162	.540	100.000			

Extraction Method: Principal Component Analysis.

Based on Kaiser's criterion rule of thumb, there are a total of 6 components with an eigenvalue of more than 1.0, which should be retained. Based on the extraction sum of squared loadings, these six components have a cumulative percentage of 58.71 % of

the variance. This indicates that the six components considered are adequate to represent the data as they explain approximately 60% of the variances. The Scree test (i.e., Scree plot) is also used to determine how many components are to be retained. Based on the Scree plot in Figure 3.3., the diagram shows a clear break after component 6, reconfirming the retainment of these six components.

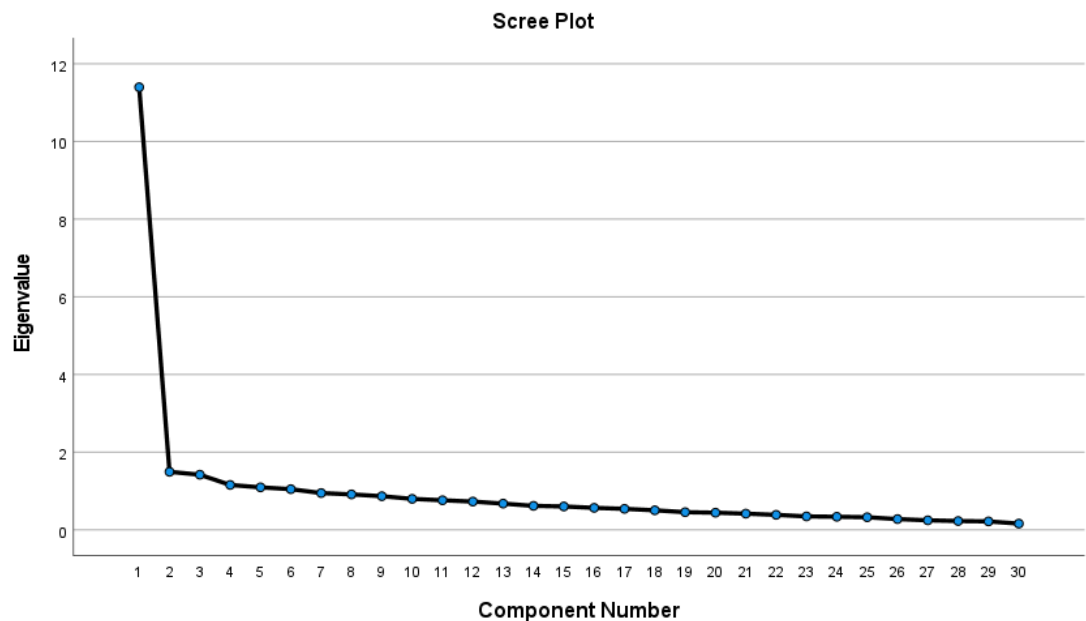


Figure 3.3: Scree plot

Factor analysis confirmed that classifying the questionnaire sections into six components was appropriate and user-friendly, based on the results of the factor analysis. Furthermore, all questionnaire items with a loading factor greater than 0.5 were included, with the exception of items No.10 and No.26, which had a loading factor less than 0.5. Therefore, the number of accepted questionnaire items was 28. Table 3.3 shows the questionnaire sections adopted in this study, the included items with a loading factor greater than 0.5, and the items excluded from factor analysis with a loading factor less than 0.5.

Table 3.3 Questionnaire Items

NO.	Questionnaire section	Item	Loading factor
1	Strategic Vision	Leadership ensures that all employees understand and align with the strategic vision.	0.638
2		The vision is regularly reviewed and adjusted based on market trends.	0.597
3		The company's vision includes measurable and achievable goals.	0.623
4		The strategic vision motivates employees to innovate and adapt.	0.529

5		The company's long-term vision is clearly defined and communicated.	0.525
6	Resource Management	The company efficiently allocates financial resources to support strategic initiatives.	0.531
7		Human resources are assigned based on strategic priorities.	0.557
8		Technology investments align with long-term strategic goals.	0.607
9		There is a structured process for reallocating resources when needed.	0.5
10		Resource management strategies enhance the company's agility.	0.452
11	Innovation Management	The company encourages employees to propose innovative ideas.	0.655
12		Innovation is a key component of strategic decision-making.	0.705
13		Digital tools (AI, data analytics) are used to drive innovation.	0.75
14		The company invests in R&D to stay ahead of competitors.	0.726
15		Innovation is rewarded and recognized within the organization	0.745
16	Strategic Planning	Strategic planning involves input from multiple departments.	0.726
17		The company uses SWOT/PEST analysis for strategic decisions.	0.56
18		Strategic plans are reviewed quarterly for adjustments.	0.584
19		The company has contingency plans for unexpected changes	0.605
20		Strategic planning improves organizational resilience.	0.584
21	Flexibility	The company quickly adjusts strategies in response to market shifts.	0.585
22		Employees are empowered to make adaptive decisions by strategic vision.	0.561
23		Organizational policies by strategic planning allow for rapid adaptation	0.598
24		allocation resources and reallocation resources by resource management provides more flexibility to adaptability	0.711
25		Flexibility is a core value in the company culture.	0.699
26	Continuous learning	The strategic management promotes a learning culture by innovation management	0.452

27		Employees have access to training programs and workshops and consequently enabled to have ability to innovate .	0.603
28		Knowledge-sharing platforms (e.g., internal wikis, mentorship) are used to adopt strategic vision	0.54
29		Learning from failures is encouraged by Resources management and innovation	0.566
30		Continuous learning improves adaptability with updates in strategic management	0.693

3.8.4 Cronbach Alpha

Reliability refers to the consistency of results when research is performed by different individuals at different times using the same data collection methods and data analysis procedure. The research is considered reliable when the same outcome is produced when repeated under the same condition. There are four key threats to data reliability: participant error, participant bias, observer error, and observer bias. (Saunders et al., 2016) To eliminate the threats to data reliability from the participants, the researcher provided enough time to respond to the questionnaire. Similarly, respondents were informed that their identity would be kept confidential and no opinions would be disclosed linked with the specific name and role in the organization. Similarly, to prevent observer error and bias to the data, the researcher focused on the literature review and the respondent's opinions.

Questionnaire reliability is used to measure internal consistency, to know the degree of reliability of a test. Each axis is compared with the average of all questionnaire axes, the relationship between the number of test items and the average correlation between these items (Sheetal et al., 2016). The value of Cronbach's alpha coefficient is calculated by equation (3.1): (Sheetal et al., 2016).

$$\text{Cronbach's alpha } \alpha = \frac{N.C}{V+(N-1).C} \quad (3.1)$$

Where:

N = the number of items

C = the average inter-item variance between items

V = the average variance of all items

Any increase in the number of elements and the average correlation between the elements will increase the Cronbach's alpha coefficient, because if the average correlation between the elements is low, then

To check the internal consistency of the questionnaire, we calculated Cronbach's alpha (α) for each part. Cronbach's alpha shows how well all the items in a scale measure the same idea (Tavakol & Dennick, 2011). higher numbers meaning better consistency. Work by Taber (2018) gives a detailed guide: below 0.50 is unacceptable, 0.51–0.60 poor, 0.61–0.70 questionable, 0.71–0.80 acceptable, 0.81–0.90 good, and 0.91–0.95 excellent. So, this study will use $\alpha \geq 0.70$ as the cutoff for acceptable consistency, while watching for values that are too high.

Using reliability analysis by calculation Cronbach's Alpha coefficient using SPSS software, It can be noted in Table 1 that the sections of questionnaire achieved reliability in which all Cronbach's Alpha values in Table 3.4 are higher than 0.7.

Table 3.4 Reliability Analysis of Questionnaire Sections

No.	Section	Items	Cronbach Alpha
1	Strategic Vision	5	0.726
2	Resource Management	4	0.7
3	Innovation Management	5	0.857
4	Strategic Planning	5	0.74
5	Flexibility	5	0.762
6	Continuous Learning	4	0.743

Additionally, Cronbach's Alpha coefficient had been calculated to all questionnaire Items illustrated in Table 3.5 which indicated that the reliability of questionnaire study tool is excellent.

Table 3.5 Questionnaire Tool Reliability

Items	Cronbach Alpha
28	0.939

3.9 Data Analysis Techniques

This research adopted various data-collection approaches, the analysis of the data collected was accordingly driven by both quantitative and qualitative methods. Quantitative analysis was carried out using IBM SPSS version 20 and Amos for structural equation modelling (SEM) to conduct statistical analysis. Qualitative data

analysis was conducted using Nvivo 10 to aid in the management and organization of code generation, storage and management of data. This research has therefore built its analysis plan and data processing practice with regards to the analytical techniques that are applied to qualitative and quantitative data.

3.9.1 Descriptive statistics

This describes the distribution of data and estimates the central tendency (e.g., mean, mode, and median) and dispersion (e.g., range, variance, and standard deviation). Two ways to measure normality, and determine suitable techniques, are skewness and kurtosis. i.e., the degrees of symmetry and peakedness (Corder & Foreman, 2014). For a normal distribution, both values are equal to zero.

3.9.2 Assumption testing

3.9.2.1 Multiple Regression Model

Through multiple linear regression, one can predict the dependent variables by considering the beta coefficients of multiple independent variables. It also gives information regarding what extent the dependent variable variability is influenced by independent variables and whether the influence is significant or not. For using multiple linear regression certain assumptions has to be met as suggested by Brace et al.,(2006)

1. There has to be a linear relationship between the independent variable and dependent variable.
2. The measurement of the dependent variable should be in continuous scale ie ratio or interval.
3. Predictor variables can be measured in - ordinal, interval or ratio.
4. The number of responses must be greater than the number of predictive variables under study. Following the assumptions mentioned above, the study hypotheses were tested using multiple linear regression by examining the impact of independent variables such as (strategic vision, resource management, innovation management, and strategic planning) on adapting to change in its dimensions (resilience and continuous learning).

3.9.2.2 Correlation

Correlation is a term used to measure the strength of the relationship between variables. Correlation analysis is a way to find out whether there is a relationship between variables, for example, the relationship between two variables. If there is a relationship between variables, the changes that occur in one variable will result in changes in other variables. Correlation analysis is a statistical method used to determine the strength or degree of a linear relationship between two or more variables. The more real the straight line relationship, the stronger or higher the degree of straight line relationship between the two or more variables. The measure for the degree of straight-line relationship is called the correlation coefficient.

Correlation coefficient analysis is used to determine the direction and strength of the relationship between two or more variables. Direction is expressed in the form of positive and negative relationships, while the strength or weakness of the relationship is expressed in the magnitude of the correlation coefficient (Sugiyono, 2018). The correlation coefficient (r) shows the degree of correlation between the independent variable and the dependent variable (Kasuya, 2019). The value of the correlation coefficient must be within the limits of -1 to +1 ($-1 < r \leq +1$), which results in several possibilities, including the following:

a. A positive sign indicates a positive correlation in the variables tested, which means that every increase and decrease in X values will be recognized by an increase and decrease in Y. If $r = +1$ or close to 1, it indicates a positive influence between the variables tested

very strong.

b. The negative sign indicates a negative correlation between the variables tested, meaning that any increase in X values will be followed by a decrease in Y values and vice versa.

If $r = -1$ or close to -1, then it shows a negative influence, and the correlation of the variables tested is weak.

c. If $r = 0$ or close to 0, it shows a weak correlation or no correlation between the variables tested.

3.9.2.3 R-squared

Determination coefficient (R^2) measures how far the model's ability to explain variations in the dependent variable. The coefficient of determination is 0 and 1. A small R^2 value means that the ability of the dependent variables is very limited. Values close to 1 mean that the independent variables provide almost all the information needed to predict variations in the dependent variable (Ghozali, 2018). In this study, determination analysis was used to determine how much the ability of the independent variables to explain the variation of the dependent variable.

The coefficient of determination is used to see how much the independent variables together are able to provide an explanation of the dependent variable. So the greater the variation in the dependent variable that can be explained by the variation in the independent variables. Conversely, if the R-squared is small, the smaller the variation in the dependent variable that can be explained by the independent variable. R square is a value that shows how much the independent (exogenous) variable affects the dependent (endogenous) variable. R squared is a number that ranges from 0 to 1, which indicates the magnitude of the combination of independent variables that jointly affect the value of the dependent variable.

3.9.3 Structural Equation Modelling

As for the data analysis, the study employed a Structural equation model analysis, which is a multivariate statistical analysis technique that is used to analyze structural relationships between observed variables and latent constructs (Hoyle, 2023), combining both factor analysis and multiple regression analysis. In this case of using

SEM technique, the observed variables served as indicators of the underlying construct which they were presumed to represent.

Structural Equation Modeling (SEM) is a general and wide family of analyses used to measure relationships among measured and unobserved variables (Harrington, 2009). According to Raykov and Marcoulides (Harrington, 2009), the SEM is a technique that is widely used because it provides a way to test different theories quantitatively while clearly accounting for measurement error, which is very common in many disciplines of study. Teo et al. (2013) states that SEM is a set of techniques for testing a theory by examining correlation: covariance and even mean differences, and it can be illustrated using an elaborate and sophisticated form of box-and-arrow model known as a path figure. As commonly used by factor analysts, a path figure was used in this study to show the theoretical and hypothesized relationships between items and the factors to create a hypothetical model to test using the Maximum Likelihood method (Tavakol & Wetzel, 2020). SEM also allows for a researcher to be able to measure latent constructs and minimize potential measurement errors that are latent and which would have been difficult, if not impossible, to measure using other data analysis methods (Harrington, 2009).

For this study, after all data reduction and model validation were done, a SEM was conducted to test the hypotheses exploring relations between the observed and latent variables. The SEM was in the form of a path analysis (Teo et al., 2013), similar to studies conducted by Tojari et al. (2018) and Selickaitė et al. (2019). This was used in order to represent, estimate and test the hypothetical system of (mostly) linear relations between variables (Rigdon, 1998). Therefore, all 5 models were combined into one model which was the Structural Equation Model (SEM). The SPSS Amos version 26 software was employed for this data analysis. SEM was used to determine unobserved variables. The SEM allowed the researcher to look at the correlations, covariance and significant levels that exist between the independent and dependent variables in order to either reject or don't reject the study's hypotheses. Factor analysis was useful in this study because it allowed the researcher to establish high quality measures for constructs that are not directly observable with the naked eyes or that can be captured by observation (Tavakol & Wetzel, 2020).

In addition to factor analysis, SEM analysis also includes multiple regression analysis, which allows researchers to evaluate the strength of the relationship between the dependent variables and several predictor/independent variables as well as the importance of the independent variables in the relationship.

3.10 Qualitative Analysis Procedures

The qualitative component of this study aims to investigate the outcomes of the quantitative method and provide deeper insights into the role of strategic management in enhancing adaptation to change in management consulting firms. Semi-structured interviews were conducted with 8 experts from the two participating management

consulting companies (Kafaa - Efficiency Excellence and Strategic Gears Leadership). The qualitative data collected from these interviews will be analyzed using thematic analysis, facilitated by NVivo software. This section outlines the procedures for conducting the qualitative analysis, including the thematic analysis approach, coding stages, and the criteria for ensuring trustworthiness.

3.10.1 Thematic analysis

Thematic analysis is a way to find, study, organize, describe, and report themes in a data set (Braun & Clarke, 2006). This study will use thematic analysis to look at the interview transcripts. It works well for understanding experts' views, experiences, and ideas about strategic management and how organizations adapt to change.

The thematic analysis will follow the six steps suggested by Braun and Clarke (2006): Getting familiar with the data: The researcher will write down the interviews word for word and read the transcripts several times to really understand them. First thoughts and notes will be made.

Making initial codes: The data will be coded in a careful way, picking out interesting parts related to the research questions. Codes are small pieces of data that show important features.

Looking for themes: The codes will be grouped and sorted into possible themes. Themes are bigger patterns that show something important about the data related to the questions. This step includes checking how codes can fit together into main themes.

Checking themes: The possible themes will be checked and improved. This means seeing if the themes fit well with the coded parts and the whole data. Some themes might be combined, split, or removed.

Defining and naming themes: Each theme will be clearly explained and given a name. This means finding the main idea of each theme and what it says about the data.

Writing the report: The final analysis will be written up, showing the themes with clear examples and quotes from the interviews. The report will explain the data so that answers the research questions well.

The analysis will be done using NVivo 10 software, which will help organize and manage the codes and data. Both word-based and theme-based methods will be used to study the most common themes.

Expert Selection Mechanism: The 8 experts were selected based on several criteria, including job title, academic degree, and years of experience in management consulting firms. Table 3.6 shows the code of each expert who will participate in the interviews, their job title, academic degree, and years of experience in management consulting.

Table 3.5 Data of the experts participating in the interviews

Symbol	position	Scientific degree	Experience years
A1	Executive Vice President	Bachelor of Engineering	30
A2	Managing Partner in the Industrial File	Bachelor of Engineering	25
A3	Managing partner in the development portfolio	Master's (MBA)	15

A4	Executive Director	Bachelor of Engineering	12
A5	Executive Director	Bachelor of Engineering	12
A6	Senior Human Resources Manager	Master's (MBA)	13
A7	Senior Business Development Manager	Bachelor's degree in Systems	11
A8	Supervisor of Support Services Sector	Master's (MBA)	10

3.10.2 Coding stages

Coding is the process of organizing and sorting qualitative data. It means attaching labels (codes) to parts of text that explain what each part is about. In this study, coding will happen in two main steps: open coding and axial coding.

3.10.2.1 Open Coding

Open coding is the first step where the researcher breaks the data into smaller parts, looks at them closely, and compares them for similarities and differences (Tenuche, 2018). In this step:

The researcher will read each interview transcript line by line.

Parts of the text (words, phrases, sentences, or paragraphs) will be given descriptive codes that show their meaning.

Codes will come from the data itself (in vivo codes) and from the theory (concept-driven codes).

The aim is to create a full list of codes that cover the range of ideas, experiences, and views shared by the participants.

3.10.2.2 Axial Coding

Axial coding is the second step where the researcher starts to put back together the data that was broken down during open coding (Tenuche, 2018).. In this step:

The researcher will find connections between the open codes.

Codes will be grouped into categories and subcategories based on their relationships.

The focus is on understanding the main issues, causes, strategies, context, and results related to strategic management and adapting to change.

This step helps to organize the codes into a clear structure that will support theme development.

During both coding steps, the researcher will use NVivo 10 to make nodes (codes), arrange them in order, and find coded parts easily. Notes will be written throughout to record thoughts, choices, and interpretations.

3.11 Trustworthiness criteria

To make sure the qualitative analysis is thorough and reliable, this study will follow the four criteria for trustworthiness in qualitative research suggested by Lincoln and Guba (1985): credibility and confirmability.

3.10.3.1 Credibility

Credibility means being confident that the findings are true. To achieve credibility, the study will use these methods:

Prolonged Engagement: The researcher will spend enough time with the participants and the setting to build trust and fully understand the topic.

Member Checking: Some interview participants will review the findings to see if they match their experiences. They will confirm if the interpretations are accurate.

3.10.3.2 Confirmability

Confirmability means the findings come from the participants' responses, not the researcher's bias or interests. To ensure confirmability:

The researcher will keep a journal to note personal assumptions and biases that might affect the study. This helps reflect on how their background could influence data collection and analysis.

The audit trail mentioned above also supports confirmability by showing that findings come from the data, not from the researcher's opinions.

Triangulation: Since this is part of a mixed-methods study, combining qualitative findings with quantitative results adds a type of triangulation that strengthens confirmability.

By following these trustworthiness criteria, this study ensures that the qualitative findings are solid, believable, and useful for understanding how strategic management helps consulting firms adapt to change.

3.12 Integration Mechanism between Quantitative and Qualitative Analysis

The integration between the questionnaire and semi-structured interviews follows a clear four-step process based on the sequential explanatory mixed methods design (QUAN → qual). This setup is made to ensure complementarity, explanation, and context for the findings, making sure the qualitative phase directly answers and adds to the quantitative results.

The first step involves analyzing the quantitative data using SPSS and AMOS. The questionnaire data from 150 employees are examined to produce statistical results like

average scores for each strategic management area (strategic vision, resource management, innovation management, and strategic planning) and each adaptation area (flexibility and continuous learning). It also includes correlation coefficients showing the strength and direction of relationships between independent and dependent variables, regression coefficients and significance levels for each of the eight sub-hypotheses (H_{1a} through H_{1h}), and R-squared values indicating how much variation in adaptability is explained by strategic management practices. From these results, the researcher identifies three types of findings needing qualitative explanation: major relationships supporting hypotheses, weak or non-major relationships where hypotheses are not supported, and unexpected results that contradict existing research or theories.

The second step is carefully matching interview questions with the key quantitative findings. Each of the eight interview questions across three main themes is designed to explore, explain, or add context to specific statistical results. For the first theme on strategic management practices, the question about how strategic vision and management help the company understand and adapt to environmental changes aims to explain the causes, communication processes, and behavior paths through which strategic vision leads to adaptive actions, as shown by hypotheses H_{1a} and H_{1e} . The question about using strategic planning tools to improve readiness for unexpected changes looks to identify specific tools like SWOT analysis, PEST analysis, scenario planning, and contingency plans, explaining the statistical links in hypotheses H_{1c} and H_{1g} . The question on how the company supports innovation to boost adaptability to market changes aims to reveal real practices such as research and development investments, digital tools, reward systems, and idea generation processes that drive innovative adaptation, as reflected in hypotheses H_{1b} and H_{1f} .

Moving to the second axis on adaptability and organizational flexibility, the question about how the company manages resource reallocation during sudden changes is meant to explain the speed, criteria, and processes for reallocating financial, human, and technological resources. This helps provide context for the statistical relationships in hypotheses H_{1d} and H_{1h} . The question on how much employees are involved and enabled in adaptation decisions aims to give insight into delegation practices, decision-making freedom, enablement methods, and obstacles to participation. This directly supports the quantitative findings on flexibility, especially the questionnaire items related to employee enablement. The question about the role of ongoing learning and training programs in improving employees' ability to adapt to strategic changes looks at training content, delivery methods, knowledge-sharing platforms, and learning culture. This adds detail to the statistical findings on continuous learning found in questionnaire items twenty-seven through thirty. Regarding the third axis on challenges and recommendations, the question about the main challenges the company faces in adapting to change does not have a direct quantitative match. It serves to identify barriers like cultural factors, structural limits, resource shortages, and leadership problems that closed-ended survey items did not capture. Similarly, the question asking

for suggestions to improve adaptability provides practical ideas based on expert experience that complement the statistical results.

The third stage involves collecting qualitative data and doing thematic analysis. Semi-structured interviews are done with ten experts, including managers, senior consultants, and administrators from the same two consulting firms. Each interview lasts about forty-five to sixty minutes. All interviews are audio-recorded, transcribed word-for-word, and anonymized to keep confidentiality. Thematic analysis is done using NVivo 10 software, following Braun and Clarke's six-step method. This includes getting familiar with the data by reading transcripts multiple times, initial open coding to find meaningful text segments, developing themes by grouping codes into broader patterns linked to interview questions, reviewing themes to check they fit coded data and whole transcripts, defining themes by naming and describing each clearly, and writing the report to present themes with participant quotes.

The fourth and final stage involves meta-inference by systematically comparing and combining quantitative and qualitative results. \for example is convergence, where qualitative findings confirm and explain quantitative results. Here, direct interview quotes illustrate statistical patterns, making the findings stronger. The qualitative findings may reveal new themes not covered by the quantitative data. Challenges like resistance to change, lack of top management support, and budget limits, along with recommendations such as leadership training and agile methods, come up in interviews and are reported as additional findings that improve understanding beyond the questionnaire alone.

This four-stage integration process ensures the mixed methods design answers both confirmatory and general questions from hypothesis testing about what relationships exist and how strong they are. At the same time, the interviews answer interpretive and contextual questions about how and why these relationships work in real management consulting firms. This combination provides a fuller, more trustworthy, and practical understanding of how strategic management helps improve adaptability to change than either method could on its own.

3.12 Ethical Considerations

Prior to data collection, email notifications were sent to study participants inviting them to participate in the research. These email notifications included both the questionnaire and the interview. The documentation emphasized the confidentiality of future responses by omitting the names of participants and their institutions. Participants who agreed to participate in the study were provided with documentation containing informed consent, participant rights at Mid Ocean University, and consent to an audio recording of the interview. As with the questionnaire, data collection was conducted anonymously.

To ensure the confidentiality of qualitative data, each participant was assigned a reference number to protect their name during future data analysis. The interview

recordings were transcribed using a voice recording application on the researcher's password-protected phone. The transcribed data for this study was saved in password-protected computer files to ensure data integrity and will be destroyed three years after the study's publication. Additional notes taken during the interviews were kept at the researcher's private residence.

3.12 Study Limitations

This study was carefully planned and carried out to explore how strategic management helps management consulting firms adapt to change. However, there are some limits in the research method and scope. Recognizing these limits is important for understanding the results correctly and guiding future studies. The main limitations are:

3.12.1. Generalizability

The biggest limitation is how much the findings can apply elsewhere. As explained in the sampling strategy, the study looked at two specific consulting firms in Jeddah, Saudi Arabia: Kafaa - Efficiency Excellence and Strategic Gears Leadership. Together, they have 150 employees, and the sample included everyone in these firms. So, the results apply mostly to this specific setting.

Because of this, the findings cannot be statistically applied to all consulting firms in Saudi Arabia or other places. These two companies have unique cultures, structures, and market positions that may affect how they manage strategy and adapt to change. The study's results might not be the same in other settings. As mentioned in the spatial limits, we can't confirm if these findings apply in other locations. Still, following the case study design, the study provides analytical generalization, meaning the results help build theories that can be tested and used in similar organizations.

3.12.2 Geographical Scope

The study focuses only on Jeddah. This allowed a detailed look and easy access to participants but limits the scope. Firms in other Saudi cities like Riyadh or Dammam, or in other countries, may face different rules, clients, and competition. This could lead to different strategies and ways of adapting. So, the results mainly reflect the business environment in Jeddah.

3.12.3 Sample Specificity (Human Limits)

The sample included only certain job roles in the two companies (CEO, COO, Senior Manager, Consulting Manager, Administrators). These roles are key to strategy and adaptation, but other employees or outside stakeholders like clients were not included. Their views could have added a fuller picture of how the organizations adapt.

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