

# THE IMPACT OF CHANGE MANAGEMENT STRATEGIES IN ACHIEVING STRATEGIC MOMENTUM: ANALYTICAL DESCRIPTIVE RESEARCH

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## Abstract

The research aims to know the role of change management strategies of all kinds (the rational strategy, the coercive force strategy, the targeted awareness strategy) in achieving strategic momentum represented by its dimensions (insight, empowerment, collective commitment) as well as diagnosing and analyzing the influence relationships between change management strategies and strategic momentum at the company level The General Company for the manufacture of medicines and medical supplies in Samarra, and identified the research problem with a main question (Does the General Company for the manufacture of medicines and medical supplies in Samarra realize the role of change management strategies in achieving strategic momentum) and put several questions centered on the level of the variables researched (change management strategies, strategic momentum) In the researched company, and what is the nature of the influence relationships between change management strategies and strategic momentum at the level of the researched company? For this purpose, the researcher set research hypotheses, and all of them were subjected to tests to ensure their validity. The researcher used the questionnaire as a main means for collecting data and employed the descriptive analytical approach as a research method, to survey the opinions of the sample (81) who watched the General Company for the manufacture of medicines and medical supplies in Samarra, represented by (the general manager Assistants to the general manager, department managers, assistant department managers, consultants) so the research community was (90) The researcher distributed (90) questionnaire, of which (81) questionnaires were returned valid for statistical analysis with a recovery rate of (90%), and the data was analyzed using the two packages Statistical (SPSS V.25 & AMOS V.25), and employed a set of statistical methods to extract the results. The research reached a set of conclusions, the most important of which are (The results showed that there is a significant positive effect of the change management strategies variable on the strategic momentum in its dimensions in the researched company).In the light of the conclusions, the researcher presented a set of recommendations, the most important of which are (Exploiting the positive impact of change management strategies on the strategic momentum and employing it at the company's headquarters by providing the appropriate environment).

**Keywords:** *change management strategies, strategic momentum.*

## introduction:

The business world today is characterized by an increasingly fast and complex pace. High-speed technological developments, globalization and economic factors are just some of the reasons that fuel change in the business environment. In addition to external change, there is an important

change within, and therefore organizations need to keep abreast of rapid developments in the business environment in order to Survival and adaptation.

This change is resisted by the workers in the organizations because they are afraid of its developments for one reason or another, and that the organizations must work for the sustainability of the strategic momentum by adopting appropriate strategies to deal with the events of change, and the human element represents the cornerstone of the organizations and has different interactions and behaviors in dealing with events and in order to These organizations are able to move from their current situation to another desirable situation, they must deal well with the different behaviors of the workers and find out the reason for the workers' resistance to the efforts of change and develop appropriate solutions to deal with it. Iraqi organizations are in dire need of such research to adapt to changes and keep abreast of developments, and the General Company for the manufacture of medicines and medical supplies in Samarra is one of the important organizations in the Iraqi environment, and this organization faces a complex environment and various changes, and therefore it must manage change through the best strategies through which it can To achieve strategic momentum to face this intense competition.

### **Research Methodology**

- A. **Research problem:** The research problem can be raised through the main question (Do the leaders of the General Company for the Manufacturing of Medicines and Medical Supplies in Samarra understand the role of change management strategies in achieving strategic momentum?)
- B. **Research objectives:**
  1. Diagnosing the level of change management strategies and their dimensions in the General Company for the manufacture of medicines and medical supplies in Samarra.
  2. Diagnosis of the level of strategic momentum and its dimensions at the level of the General Company for the manufacture of medicines and medical supplies in Samarra.
  3. Diagnosing and analyzing the nature and strength of the correlations between change management strategies and achieving strategic momentum at the level of the General Company for the Manufacturing of Medicines and Medical Supplies in Samarra.
- C. **The importance of the research:** The importance of change management strategies highlights the discovery, consolidation and flow of knowledge and organizational capabilities and helping the General Company for the manufacture of medicines and medical supplies in Samarra to achieve strategic momentum. The appropriate strategies for this are the strategies for managing change and achieving strategic momentum, as well as the scarcity of linking research that deals with strategies for managing change and achieving strategic momentum according to the knowledge of the researcher. To find a relationship between them, the results of the research may contribute to the adoption of change management strategies by the managers of the General Company for the Industry of Medicines and Medical Supplies in Samarra, which can help in advancing the reality of strategic momentum strategies in the organization in order to enhance its ability to provide various services to customers and stakeholders.
- D. **Research Hypotheses:** There is a significant impact relationship between change management strategies and their dimensions, and achieving strategic momentum and its dimensions, at the level of the General Company for the manufacture of medicines and medical supplies in Samarra. This hypothesis consists of the following sub-hypotheses:

1. There is a significant impact relationship of the rational strategy in achieving the strategic momentum in its dimensions at the level of the General Company for the manufacture of medicines and medical supplies in Samarra.
  2. There is a significant impact relationship of the targeted awareness strategy in achieving the strategic momentum in its dimensions at the level of the General Company for the manufacture of medicines and medical supplies in Samarra.
  3. There is a significant impact relationship of the strategy of coercive power in achieving the strategic momentum in its dimensions, at the level of the General Company for the manufacture of medicines and medical supplies in Samarra.
- E. Research community and sample:** The research community was selected from the administrators of the General Company for the Industry of Medicines and Medical Supplies / Samarra affiliated to the Ministry of Industry and Minerals, and they are the head of the company and his assistants and department managers. Those who are in the position of (the company's president, his assistants, department managers, their assistants, and consultants) were examined according to the method of comprehensive inventory in selecting the research sample, as the research community reached (90) managers, and (90) questionnaires were distributed at a rate of 100%, and after sorting it, it was found that there were (3) invalid questionnaires For statistical analysis and (6) non-returnable questionnaires, and the number of questionnaires valid for analysis became (81) questionnaires, which constituted (90%) of the sample size and the community, which is a good percentage whose results can be generalized to the research community.

### **Theoretical framework**

#### **change management**

##### **A. The concept of change management:**

Change management (a broad term) includes any approach to help organizations' ability to manage the change process, which has become increasingly important due to globalization, which has led to increased competition, as it faces the business environment and complex and uncertain market requirements, which requires business organizations to face change and manage it according to a clear vision. Communication and interdependence between organizations, and change management refers to the policies that enable dealing with resistance to change in the organization (tamunomiebi & peter, 2021:24). He reported (685: 2013 Hashim,) that it is managing the process of changing the organization's business into a new pattern or model to adapt to the rapid and successive changes in the external and internal environment and to deal with the resistance to change that occurs in the organization as a result of this change. In the same direction (2013:28), at al Naveed) he believes that change management is the organization's ability to deal with resistance to change in an effective and exemplary manner, as workers often respond negatively to change initiatives, which requires change management to state the reasons and justifications for change. He stressed (586: 2016 Makumbe,) that it is the planned and unplanned organizational shifts in the organizational structure, technology, employees and all aspects of the organization aimed at adapting to the surrounding environment and how to manage this change by sound means.

##### **B. The importance of change management:**

Change management needs work skills, analytical skills, skills of dealing with workers, and leadership capabilities and competencies. Therefore, change management plays a vital role in the development of the organization by providing stability to the organization. It identifies internal and external changes and deals with them in appropriate ways, develops an organizational culture and a sound work system for the organization, and provides effective communication. between organizational levels, which is reflected in an increase in competitive performance (Hashim, 2013: 687). Change management is the process of organizing change initiatives and achieving a balance between the complex environment. The elements and methods of change management must be formulated to obtain effective change management and achieve its desired goals. Making changes because it leads to harm in achieving its goals, and when making a decision to change, change leaders must put all plans in place to make this change a success. For this reason, change management is of paramount importance to the success of change endeavors in organizations (Anamallah & Hashim, 2018:13). The importance of change management is evident in the organization's members accepting the required change. Change leadership can significantly reduce resistance to change through their ability to increase workers' awareness of the content of change and how to accept it. (Melchor, 2008:21).

### **C. Change management objectives:**

Change management aims to develop appropriate strategies to achieve change at all organizational levels (40: Alkaya & Hepaktanm, 2003). (523: 2019 Hee et al) indicated that the aim of change management is to implement change management strategies to control change and help workers adapt to change. Changes, as well as aiming to determine the best way to overcome the obstacles by which workers refuse to change and absorb resistance to change. Therefore, the main challenge in successful change is to change the behavior of workers, not just the strategy, systems or culture.

### **D. Types of change management strategies:**

Business organizations grow, develop, and interact with the opportunities and challenges of their environment in which they operate. Change is a natural phenomenon that requires the transformation of those organizations from an existing situation to another targeted one, which may guarantee them continuity in a turbulent and complex environment. Change management relies on the strategies identified by (Chin, Benne, 1969) which is the rational strategy, the coercive power strategy, and the education and awareness strategy (Janicijevic 2012: 29).

1. **rational strategy:** This strategy assumes that resistance to change results from ignorance and lack of awareness, so it relies on the use of dissemination and exchange of information according to the latest academic research. In line with this strategy, the organization designs training programs and regular meetings that focus primarily on informing workers of the change process, assuming that the choice The rationality of the most qualified workers will lead to the success of the change process (Houriya, 2017:16).
2. **Targeted education and awareness strategy:** This strategy assumes that the main obstacle to change is not the lack of information or its unavailability, but the lack of confidence in the need for change by workers, or their unwillingness or fear of change. Change may be a threat to someone's interests, or a conflict of values and beliefs, so they resist it and do not They accept it, and this strategy relies on education, awareness, and work to remove all fears of the change process (Al-Juhani, 110:2019).

3. **Coercive strategy:** In which every means is used to bring about change, where change is imposed on the organization by force, and all forms of resistance are overcome by punishing everyone who violates or resists. This strategy may be effective in some cases and in some emergency situations, such as inaction and chaos, but it is ineffective in the long run. Because it does not guarantee the loyalty of workers and their support for change (alrumaih, 2017, 84).

### strategic momentum

#### A. The concept of strategic momentum

The first to discuss the concept of momentum for the first time by the writer (Melar) in the year ((1980) in the article Momentum and Organizational Adaptation, who applied momentum to product innovation and compared an entrepreneurial organization that has a constant momentum towards product innovation and an organization that lacks it (Opdenakker & Cuypers, Organizations live in complex and ever-changing environments, and momentum is the driving force that makes employees committed to applying all policies related to strategy and continuous and steady direction in achieving the desired goals of the organization and investing all opportunities (Swayne et al, 2006:101). It is a term that refers to the authority, strength, and speed of organizational movement, and expresses the ability of the organization to maintain its development and strength in a certain period, and depends on managing decision-making at speeds commensurate with the complex environment and intense competition, which is the effective growth and sustainable collective improvement of the dynamic strategic process in the organization, which is one of It would put a relative distance between the organization and its competing organizations in a way that ensures the provision of the best service and the achievement of the best level (Abdulkareem, 2022:487). The strategic momentum is represented by the organization's ability to continue implementing the action plan by trying to coordinate its internal conditions, i.e. resources, services provided, and structure. , and policies, with the changing external environment, as the process of assessing potential threats and opportunities in the environment and ensuring that the organization adapts to them in the best way is crucial to its success in a highly complex competitive market (Schneider, 2020:8).

#### B. The importance of strategic momentum:

Momentum is of great importance through the influence it imposes, and its importance comes from the dependence of momentum on continuity, as the success of each process provides success for the next process, and that it achieves greater value for stakeholders compared to competitors who have less strategic momentum, and that its importance can be shown and preserved through the vision of the team mission And collective commitment and empowerment, and strategic momentum is associated with a high correlation with organizational performance, as the higher the level of strategic momentum, the higher the performance of the organization (Hassan & Alabadi: 2022:5328). (Poduska, 2020: 9) stated that increasing the independence of work can contribute to the use of creative strategic momentum, and organizations that use creative momentum become more creative, while conservative organizations that do not take advantage of this momentum remain stagnant and will face serious challenges in the business environment. He explained (Drew, 2007: 772) the importance of momentum, increasing the effectiveness of organizational knowledge, increasing the ability of strategic management to achieve its goals, eliminating administrative routine that affects work effectiveness, showing the knowledge stock of organizations, and improving creativity.

#### C. Strategic Momentum objectives:

The strategic momentum aims to develop the insight of the managers and employees of the organization and make them think distinctly and help to show their abilities and talents, and to implement change plans effectively and the collective commitment of employees to achieve the ultimate goals of the organization (Crabtree, 2014:15). Through momentum, organizations aim to adapt to the changes that occur in the external environment, and how to develop plans to achieve the required change without resistance and accepting it naturally, as the implementation of change must be collectively and with continuous momentum for all administrative levels. (Cameron & Green, 2009: 97) The strategic momentum aims at the success of the strategic plans, their implementation in a timely manner, and keeping pace with developments and changes in the external environment, which enables organizations to achieve a competitive advantage (Rouwenhorst, 1998: 267).

#### **D. dimensions of strategic momentum:**

1. **insight:** Insight is the degree to which employees in the organization feel that they have gained new insights regarding the goals and tasks of the organization in which they work, and it is the most important element of momentum (Opdenakker, 2012, 269). It is a coherent idea of an important nature that enables the formation of data that allows workers to identify the paths that must be worked on and the paths that must be avoided in their commitment to the strategic momentum, and it is a very important element in preparing and formulating the strategic vision and defining it (Abdulkareem, 2022:488).
2. **Empowerment:** Empowerment is improving the degree to which tasks, responsibilities and capabilities are delegated from senior management to employees at lower levels with regard to decision-making and participation in setting plans to reach goals in the organization. Empowerment is an important element in the strategic momentum and without giving powers to employees this momentum cannot be achieved (Opdenakker, 2012, 269).
3. **Collective commitment:** Collective commitment is the degree to which employees in the organization feel determined and work in a team spirit to translate ideas into formal procedures and teamwork to implement the plans set, and it is one of the most important elements that lead to the success of the strategic momentum (Opdenakker, 269, 2012).

#### **practical side**

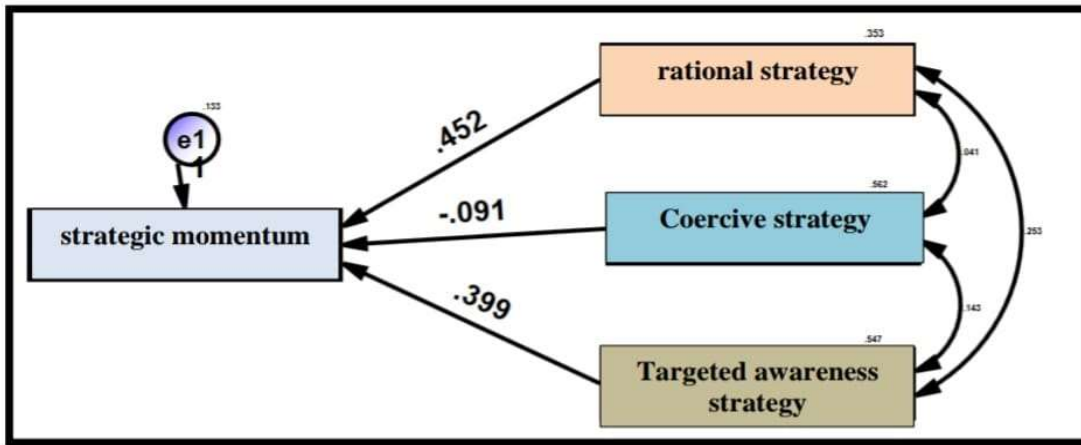
##### **Hypothesis test: (There is a significant effect between change management strategies in strategic momentum)**

Table (1) and Figure(1) show the results of the impact analysis between the change management strategies in the strategic momentum, as the extracted (F) value achieved a value of (55.636) and indicates that there is a significant effect between them, as it appears from the extracted (t) value of (7.459) that The effect of parameter ( $\beta$ ) is a real effect, as increasing the effect by one unit will lead to an increase in strategic momentum by (77%), as the size of the effect reached (0.829), which is at a (significant) level, as the change management strategies variable was able to explain what percentage ( 40% of changes in strategic momentum.



**Table (1) Analysis of the impact of change management strategies variable on strategic momentum**

dependent variable	the independent variable		(R <sup>2</sup> )	Adj R <sup>2</sup> (	(F)	(t)	effect size	Sig	decision	
strategic momentum	Change management strategies	α	1.068	.4130	.4060	55.636	7.459	0.829	0.000	accept
		β	.7720							
81= Sample volume		= 1.990tabular (t) value				Tabular (F) value=3.96				



**Figure(1) Impact dimensions of change management strategies in strategic momentum**

- Using the (Stepwise) method of testing the significance of the non-significant dimensions and after deleting the non-significant variables, the value (F) extracted for the new model achieved a value of (67.500), as it becomes clear that the model finally depends on two dimensions (the rational strategy, the directed awareness strategy).
- My dimension (rational strategy, directed awareness strategy) was able to explain what percentage (62%) of the changes that occur in the strategic momentum
- It appears from the extracted (t) value of (2.481, 5.353), respectively, that the effect of parameter (β) for two dimensions (rational strategy, directed awareness strategy), is a real effect, as increasing the effect by one unit will lead to an increase in strategic momentum by (46). %, 37%, respectively.

**Table (2) Statistical indicators between the dimensions of change management strategies in the strategic momentum**

Dimensions of variable change management strategies	Multiple linear regression model			Multiple linear regression model using the stepwise method.			
	(β)	)t(	Sig.	(β)	)t(	Sig.	Dimension entry order
rational strategy	0.452	5.280	0.000	0.462	2.481	.015	1
Coercive strategy	0.091-	-1.576-	0.119	---	---	---	---
Targeted awareness strategy	0.399	5.626	0.000	0.371	5.353	0.000	2

) $\alpha$ (	0.915	0.692
Multiple correlation value (R)	0.803	0.796
coefficient of determination(R <sup>2</sup> (	0.645	0.634
Corrected coefficient of determination (R <sup>2</sup> (	0.631	0.624
The calculated (F) value	46.685	67.500
Sig.	0.000	0.000
The tabular value of F	2.72	3.11
tabular t-value	1.990	1.990
Sample size = 81		

**1. Testing the first sub-hypothesis (there is a significant effect of the dimensions of change management strategies in the dimension of insight)**

It is clear from the table (3) that most of the dimensions of the change management strategies variable had a significant effect in the (insight) dimension, as it is shown through the value of (F) calculated for the dimensions, amounting to (35.850, 49.406, 32.470), respectively, that it is greater than the value of (F) The tabular value of (3.96), and this indicates that most of the dimensions of the change management strategies variable were significant and affected in the (insight) dimension, but after (the coercive force strategy), the results showed that the extracted F value of (0.162) is less than The tabular (F) value of (3.96) at the level of significance (0.05), and this indicates that there is no significant effect between the coercive force strategy dimension in the insight dimension. (32,470). It is greater than the tabular (F) value of (3.96) at the level of significance (0.05), and this indicates that there is an effect between the change management strategies variable in farsightedness. The change management strategies variable was able to explain (28%) of the variables that occur in the distance of insight, as the extracted (t) value reached (5.698), which is greater than the tabular (t) value of (1.990) and indicates a significant ( $\beta$ ), as it is clear that increasing the change management strategies variable by one unit will lead to an increase in foresight by (69%).

**Table (3) an analysis of the dimensions of change management strategies in the far-sightedness**

approved dimension	dimensions		(R <sup>2</sup> )	Adj )R <sup>2</sup> (	(F)	(t)	Sig	
insight	rational strategy	) $\alpha$ (	1.353	0.312	0.303	35.850	5.988	0.000
		( $\beta$ )	0.621					



	Coercive strategy	$\alpha$ (	3.608	0.002	0.011-	0.162	0.403	0.688
		$\beta$ )	0.040					
	Targeted awareness strategy	$\alpha$ (	1.783	0.385	0.377	49.406	7.029	0.000
		$\beta$ )	0.553					
	Change management strategies	$\alpha$ (	1.285	0.291	0.282	32.470	5.698	0.000
		$\beta$ )	0.699					
Tabular value (F) = 3.96			Tabular value (t) = 1.990		Sample size = 81			

**2. Testing the second sub-hypothesis (there is a significant effect of the dimensions of change management strategies in the empowerment dimension)**

It can be seen from the table (4) that most of the dimensions of the change management strategies variable had a significant effect in the (empowerment) dimension, as it is shown through the value of (F) calculated for the dimensions, amounting to (66.259, 54.557, 37.358), respectively, that it is greater than the value of (F) tabular value of (3.96), and this indicates that most of the dimensions of the change management strategies variable were significant and affected in the (empowerment) dimension, but after (the coercive force strategy), the results showed that the extracted (F) value of (0.009) is Less than the tabular (F) value of (3.96) at the level of significance (0.05), and this indicates that there is no significant effect between the coercive force strategy dimension in the empowerment dimension. Its value is (37.358). It is greater than the tabular (F) value of (3.96) at the level of significance (0.05), and this indicates that there is an effect between the change management strategies variable in the empowerment dimension. The change management strategies variable was able to explain (31%) of the variables that occur in the empowerment dimension, as the extracted (t) value reached (6.112), which is greater than the tabular (t) value of (1.990) and indicates a significant ( $\beta$ ), as it is clear that increasing the change management strategies variable by one unit will lead to an increase in the empowerment dimension by (73%).

**Table (4) Analysis of the dimensions of change management strategies in the empowerment dimension**

approved dimension	dimensions		(R <sup>2</sup> )	Adj )R <sup>2</sup> (	(F)	(t)	Sig		
empowerment	rational strategy	$\alpha$ (	.9940	.4560	.4490	66.259	8.140	0.000	
		$\beta$ )	.7500						
	Coercive strategy	$\alpha$ (	3.898	.0000	.0130	0.009	-	.097-	0.923
		$\beta$ )	.010-0						
	Targeted awareness strategy	$\alpha$ (	1.861	.4080	.4010	54.557	7.386	0.000	
		$\beta$ )	.5690						
	Change management strategies	$\alpha$ (	1.301	.3210	.3120	37.358	6.112	0.000	
		$\beta$ )	.7330						

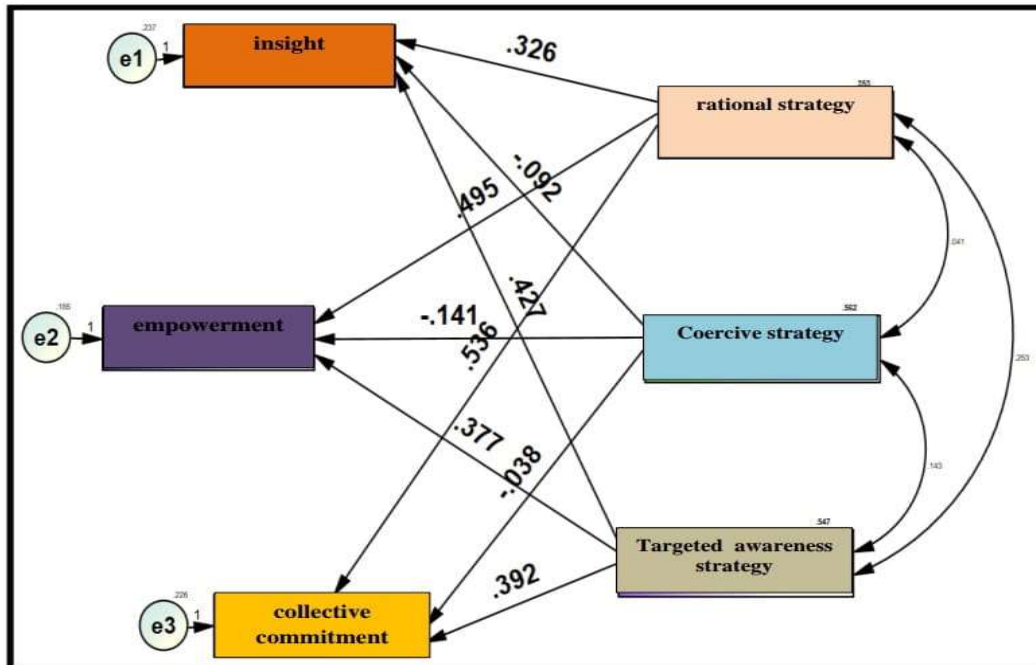
<b>Tabular value (F) = 3.96</b>	<b>Tabular value (t) = 1.990</b>	<b>Sample size = 81</b>
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**3. Testing the third sub-hypothesis (there is a significant effect of the dimensions of change management strategies in the collective commitment dimension)**

It is clear from the table (5) that most of the dimensions of the change management strategies variable had a significant effect in the (collective commitment) dimension, as it is evident through the calculated (F) value of the dimensions, amounting to (65.805, 57.964, 51.535), respectively, that it is greater than The tabular (F) value of (3.96), and this indicates that most of the dimensions of the change management strategies variable were significant and affected in the (collective commitment) dimension. ) is less than the tabular (F) value of (3.96) at the level of significance (0.05), and this indicates that there is no significant effect between the coercive force strategy dimension in the collective commitment dimension, but in general only the calculated (F) value was recorded between the management strategies variable The change in collective commitment amounted to (51,535). It is greater than the tabular (F) value of (3.96) at the level of significance (0.05), and this indicates that there is an effect between the change management strategies variable in the collective commitment dimension. The change management strategies variable was able to explain (39%) of the variables that occur in the collective commitment dimension, as the extracted (t) value reached (7.179), which is greater than the tabular (t) value of (1.990) and indicates a significant (  $\beta$  ), as it is clear that increasing the change management strategies variable by one unit will lead to an increase in the collective commitment dimension by (88%).

**Table (5) Analysis of the dimensions of change management strategies in the collective commitment dimension**

<b>approved dimension</b>	<b>dimensions</b>		<b>(R<sup>2</sup>)</b>	<b>Adj )R<sup>2</sup>(</b>	<b>(F)</b>	<b>(t)</b>	<b>Sig</b>
<b>collective commitment</b>	<b>rational strategy</b>	<b>)<math>\alpha</math>( 0.593</b>	<b>0.454</b>	<b>0.448</b>	<b>65.805</b>	<b>8.112</b>	<b>0.000</b>
		<b>(<math>\beta</math>) 0.813</b>					
	<b>Coercive strategy</b>	<b>)<math>\alpha</math>( 3.395</b>	<b>0.011</b>	<b>0.002</b>	<b>0.873</b>	<b>0.934</b>	<b>0.353</b>
		<b>(<math>\beta</math>) 0.100</b>					
	<b>Targeted awareness strategy</b>	<b>)<math>\alpha</math>( 1.490</b>	<b>0.423</b>	<b>0.416</b>	<b>57.964</b>	<b>7.613</b>	<b>0.000</b>
		<b>(<math>\beta</math>) 0.630</b>					
	<b>Change management strategies</b>	<b>)<math>\alpha</math>( 0.617</b>	<b>0.395</b>	<b>0.387</b>	<b>51.535</b>	<b>7.179</b>	<b>0.000</b>
		<b>(<math>\beta</math>) 0.883</b>					
<b>Tabular value (F) = 3.96</b>		<b>Tabular value (t) = 1.990</b>		<b>Sample size = 81</b>			



**Figure (2) the effect of the dimensions of change management strategies on the dimensions of strategic momentum**

### Conclusions

1. Organizations face great challenges, the most important of which is managing change and achieving strategic momentum, which requires cooperation between workers in making change and creating strategic momentum that achieves distinctive competitive advantage.
2. Strategic momentum is an important factor in the organization to maintain its continuity and progress, and without it, the organization remains captive to routine and shrinkage.
3. The results showed that there is a significant positive effect of the change management strategies variable on the strategic momentum in its dimensions in the researched company.

### Recommendations

1. The management of the researched company should work to employ the strategies that showed great interest by the sample and invest them in their favor, which is represented by (the rational strategy and the strategy of education and awareness).
2. Increasing interest in empowering workers at the lower levels by involving them in decision-making and not monopolizing the formulation of the organization's goals and strategy by senior management.
3. Exploiting the positive impact of change management strategies on the strategic momentum and employing it at the company's headquarters by providing the appropriate environment.

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