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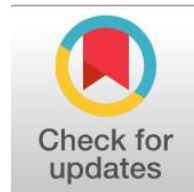
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The Impact of Strategic Renewal on Achieving the Resilience of Service Projects: An Analytical Study in the Najaf Governorate Investment Authority

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Abstract

General Background: Rapid environmental changes in developing economies require organizations to adopt adaptive strategies to sustain service project performance. **Specific Background:** This study examines strategic renewal, comprising content, context, and process dimensions, in relation to service project resilience, including structural, operational, and strategic resilience, within the Najaf Governorate Investment Authority. **Knowledge Gap:** Prior studies have largely emphasized industrial sectors, with limited analytical focus on the linkage between strategic renewal and resilience in service projects, particularly in the Iraqi context. **Aims:** The research aims to analyze the relationship between strategic renewal and service project resilience and to evaluate how renewal dimensions relate to resilience dimensions. **Results:** Using a descriptive-analytical approach with SPSS and SmartPLS on data from 85 respondents, the findings indicate a statistically significant positive relationship between strategic renewal and service project resilience, with varying contributions across dimensions and an explanatory power reaching 66.3% of variance. **Novelty:** The study presents an integrated analytical model linking multidimensional strategic renewal with resilience dimensions in service projects within a real institutional setting. **Implications:** The findings support the adoption of periodic renewal of investment portfolios, strengthening partnerships with private and community sectors, and transitioning toward a strategic partnership role to sustain resilient service projects.

Highlights:

- Strategic renewal dimensions show significant positive relationships with resilience dimensions
- Analytical model explains substantial variance in service project adaptability
- Institutional recommendations emphasize portfolio renewal and partnership restructuring

Keywords: Strategic Renewal, Service Project Resilience, Organizational Adaptation, Investment Authority, Structural Equation Modeling

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Introduction

Rapidly changing environmental conditions are leading to profound changes in the investment, operational, and service environments in developing countries. This requires different working modalities to be followed by organisations in this sector, especially the investment authorities. One of the important applications of the mechanism in a diverse and intensive context is the Najaf Governorate Investment Authority, which has operated amid high competition for services, tourism projects, and residential projects, despite pressure from geographic and religious factors within the governorate. The endurance and success of such organizations in the management of service projects now no longer only depend on operational effectiveness; they stand to benefit from an organization that can withstand potentially destabilizing environmental devastation and can reorient its strategies towards what sustainable development requires, as well as new conditions expected from investors, citizens [1].

In this environment, the importance of strategic renewal is not a luxury but an imperative. Strategic renewal refers to the mechanisms and processes a firm employs to change its strategy, organizational structure, and core competencies to keep pace with changes in the external environment. It means doing more than just enhancing thinking and decision-making capabilities; rather, creating a significant shift in an organization's way of thinking about new opportunities, or in the old resources used in new ways to maintain momentum against competitors and the excellence of service [2].

The strategic renewal-project resilience nexus is important, where renewal offers the vision and instruments for change, while Resilience responds to that vision on the ground. In light of the above, this analytical study at Najaf Investment Authority is considered important to emphasize the role of renewal practices in building resilient and expanding service projects and to fill the knowledge and application gap concerning the linkage between these two variables within the Iraqi use environment [3]. To fulfill the research aims and address its questions, the study is structured into four parts. 1: Theoretical framework of the research, section 2: Scientific methodology followed in the study, section 3: Practical implementation step by step, section 4. Stressing... The most important conclusions and recommendations for the study action makers that the researcher has reached.

1- Scientific Research Methodology

1-1- The Research Problem

Following the dynamic pace and development of modern organizational thought, namely in the mid 90's and early 2000s, marked by a series of new concepts imposed by business forces such as innovation, speed changes, and competition to promote the best products on offer, companies started taking into account updates from the external field of economic activity on offering available initiatives. As a result, these firms built certain strategic routines to maximise new business opportunities, attract potential clients, retain existing customers, and improve their competitiveness. The changing business environment can immobilize corporations and force them to innovate products, procedures, and management capabilities to keep pace with the advancements of the business world [4]. A major reason for neglecting strategic renewal is perhaps the inability to develop organizational capabilities that are strong and distinctive. Drawing on the above discussion, we can summarize the research problem with the following question: (What is the effect of strategic renewal on Resilience in service projects within an organization?) From the research problem, the researcher wants to respond to the following questions:

- A. How do the strategic renewal dimensions exist in the target organization?
- B. Is your organization interested in the service project Resilience?
- C. How much does the strategic renewal influence the service project's Resilience in adopting it in the organization?

1-2- The Importance of the Research

The scientific and epistemological importance of this study is evident in the following points:

- a. This study contributes to enriching Arabic and Iraqi libraries with a knowledge resource that links the concept of strategic renewal, as a tool for overcoming stagnation, with the concept of project resilience, as the ability to absorb shocks. The relationship between these two variables is a relatively new topic that requires further research and theoretical study.
- b. Most previous studies have focused on the industrial sector, whereas this study is important for bridging the knowledge gap in the services sector. It does so by highlighting service projects, which are characterized by different features such as their intangible nature and interconnectedness. This necessitates renewal and resilience mechanisms that differ from those used for tangible products.
- c. The study seeks to present a comprehensive analytical model by formulating a conceptual framework that clarifies how the dimensions of strategic renewal (exploration, investment, and process) can directly influence the enhancement of project resilience dimensions (structural Resilience, operational Resilience, and strategic Resilience) in a highly volatile environment.

The practical importance of this study is evident in the following points:

a. This study provides practical guidance to decision-makers at the Najaf Investment Authority on the need to adopt innovative strategies rather than rely on traditional methods. This will help address project delays and ensure their sustainability amid economic and regulatory fluctuations.

b. This study guides decision-makers at the Najaf Investment Authority to adopt innovative strategies rather than rely on traditional methods. This will enhance the efficiency of service projects provided to citizens. Given Najaf's importance as a city attracting religious tourism and visitors, implementing the findings of this study will improve the quality and Resilience of service projects (residential, health, and recreational), thereby positively impacting social welfare and the city's image.

c. The current study offers solutions to address the environment of uncertainty through practical suggestions and recommendations that help service projects recover quickly from unexpected financial or administrative crises by re-engineering processes and periodically renewing their competitive capabilities.

1-3- Research Objectives

Theoretical Significance: The present research has implications because it is one of the few studies, to our knowledge, that have examined two areas that have been researched independently by both researchers.

- The theoretical significance of the research lies in its topic and specificity. It is an effort to structure the meaning of strategic renewal as a topic and service project resilience, by shedding new light on the extent to which the dimensions of strategic renewal contribute to high Resilience in service projects.
- To raise the case management organization's awareness of these dimensions that represent strategic renewal, and further improve their perception and understanding of them, so they act on them, thereby reflecting Resilience in service projects.
- Such a contribution is essential, as it helps the adopting organization address Resilience in a way that allows them to gain from adversity or obstacles.
- In the line that allows the management of the organization to orient towards achieving the Resilience of service projects while adopting certain means that enable them to be aligned with the dimensions of strategic renewal.

1-4- Research Hypotheses

Based on the theoretical framework presented, and to answer the research questions and achieve its objectives, the main research hypothesis and its sub-hypotheses were formulated as follows:

The first main hypothesis (H1) states: (There is a statistically significant positive relationship between the independent variable, strategic renewal, and the dependent variable, the Resilience of service projects at the organizational level).

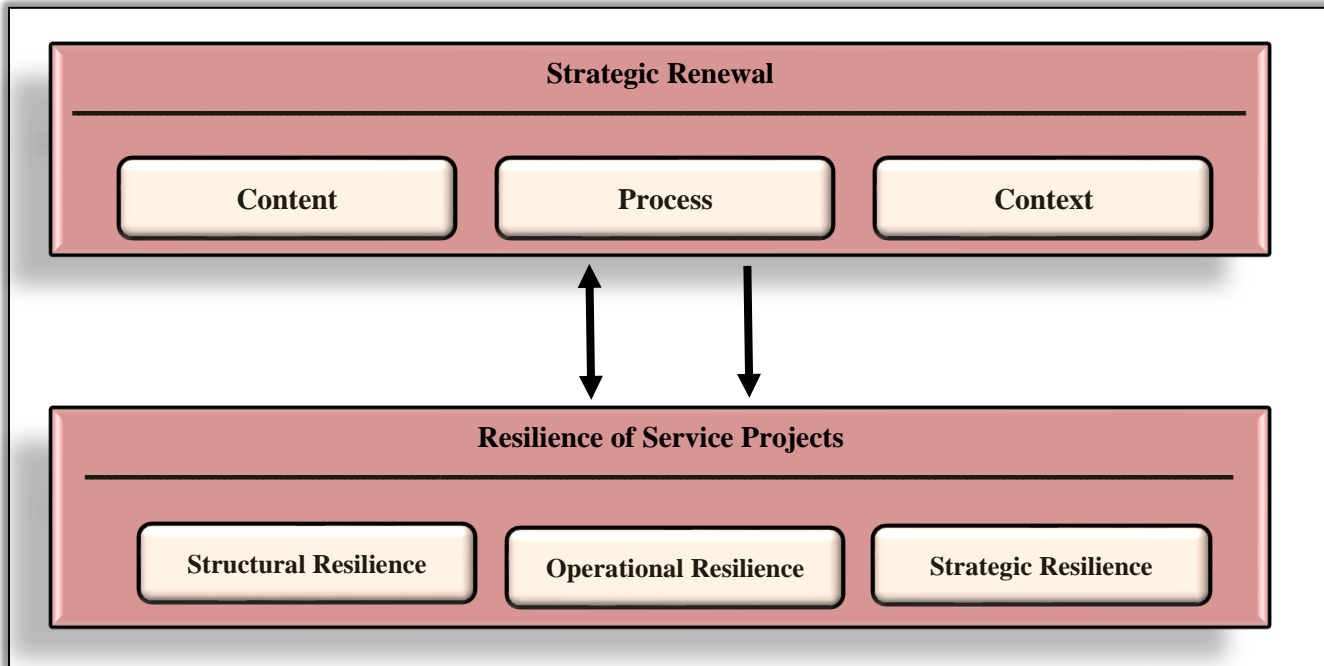
Three sub-hypotheses stem from the main hypothesis:

- a. There is a positive relationship between the content dimension and the Resilience of service projects at the organizational level.
 - b. There is a positive relationship between the context dimension and the Resilience of service projects at the organizational level.
 - c. There is a positive relationship between the process dimension and the Resilience of service projects at the organizational level.
- Fifth: The Hypothetical Research Scheme

Based on some studies related to the research variables (strategic renewal and the Resilience of service projects), such as the studies by Flier (2003) and Bock et al. (2012) [5],[6], the researcher developed a hypothetical scheme illustrating the nature of the relationship between the research variables, as shown in Figure 1. This scheme demonstrates that strategic renewal is the independent variable, to be measured across three dimensions (content, context, and process). Meanwhile, the Resilience of service projects is the dependent variable, which will be measured through three dimensions (structural Resilience, operational Resilience, and strategic Resilience).

1-5- Hypothetical Model

Figure (1): Hypothetical research plan



Source: Prepared by the researcher

1-6- Research Measures

The study questionnaire was designed using a five-point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree) to assess the study sample's responses and the study variables. Table 1 illustrates these scales as follows:

Table (1): Research Measures

	The variable	Dimension	Dimension symbol	Number of paragraphs	Measurements
1.	Strategic renewal SR	Content	CON	CON1-CON5	(flier., 2003)
		Context	COE	COE1-COE5	
		Process	PRO	PRO1-PRO4	
2.	Resilience of service projects FS	Structural Resilience	FSU	FSU1- FSU5	(Bock et al.,2012) [6]
		Operational Resilience	FTO	FTO1- FTO5	
		Strategic Resilience	FST	FST1-FST5	

Source: Prepared by the researcher.

1-7- Research Methodology

The research adopted an analytical approach, relying on the opinions of a sample of employees at the Najaf Governorate Investment Authority. To answer the research questions and achieve its objectives, the researcher, using this methodology, sought to determine the nature of the relationship between the variables of the current study (strategic renewal and the Resilience of service projects).

1-8- Research Population and Sample

The research population consists of employees of the Najaf Governorate Investment Authority. The sample was randomly selected from among the organization's employees. The study population comprises 100 employees, and according to Krejcie & Morgan (1970) [7], 80 responses are required to represent this population. Accordingly, the researcher randomly distributed (90) questionnaires. (85) questionnaires were returned and deemed valid for use in the current study, representing the sample for this study. In comparison, (5) questionnaires were deemed invalid for statistical analysis, resulting in a response rate of 94%.

1-9- Statistical Analysis Methods

The researcher used a set of statistical methods in SPSS (v.27) and SmartPLS (v.3.3.2) to ensure the accuracy of the statistical results. In SmartPLS (v. 4), a confirmatory factor analysis was performed to verify the structural validity and test

the study hypotheses (structural model evaluation). The statistical software SPSS V. 27 was used to calculate the normal distribution, arithmetic mean, and standard deviation. The primary research tool was a questionnaire, designed to cover all study variables, and used to collect data.

2- The Theoretical Framework of the Research

2-1- The concept of strategic renewal

Merriam-Webster defines renewal as "the state of something or someone being new or renewed." Renewal implies revitalization, and in Greek, it was used to refer to a person's personal and internal renewal. Therefore, renewal does not simply mean "creating or inventing something different for the sake of change or to adapt to the latest developments," but rather bringing about significant and fundamental changes [8]. Hussain et al. (2022:) define strategic renewal as "a highly organized process that directs the work of companies towards identifying current opportunities and their potential for future investment, or a developmental process aimed at enhancing and integrating new knowledge and innovative behavior in the work of individuals to bring about a change in the competencies possessed by the organization [9]." Table 2 below illustrates a set of concepts related to strategic renewal according to some writers and researchers:

Table (2): A set of definitions for strategic renewal

	Source	The concept:
1.	(Ali& Majid,2020)	"A set of activities undertaken by an organization to change its strategic direction and find a balance between the organization and its environment. [10]"
2.	(Hortovanyi et al.,2021)	"A strategic process undertaken by companies to revitalize and enhance their core capabilities. [11]"
3.	(Henning&Yakob,2022)	"A dynamic process subject to management actions resulting from changes in environmental conditions [12]."

Source: Prepared by the researcher.

2-2- Dimensions of strategic renewal

According to the study by Kariuki et al. (2022), strategic renewal is a three-dimensional phenomenon comprising process, content, and context. Strategic renewal is thus described as an organization's ability to change its long-term outlook. Companies undertake strategic renewal to update or replace their organizational attributes when they recognize that their functions may weaken in the future. This section will present the dimensions of strategic renewal [13]:

2-2-1- Content:

This dimension is based on the question "what." The content dimension creates tension between learning and resource perspectives on strategic renewal, stemming from different theoretical interpretations of how companies renew themselves. Some scholars take an organizational learning perspective, arguing that effectively balancing exploration and investment is a key element and the fundamental challenge of strategic renewal. Other researchers adopt a resource-based perspective, arguing that dynamic capabilities enable organizations to reconstitute their resource base and thus serve as a key driver of strategic renewal [14].

This dimension focuses on two features: (a) the ratio of actions taken to explore opportunities compared to those taken to capitalize on them. (b) The ratio of business contraction measures to business expansion measures.

A. The ratio of opportunity exploration measures to investment measures: This is determined by dividing the number of exploration measures by the total number of strategic measures over a period of time. Exploratory strategic renewal measures are defined as adding new activities to the company's existing portfolio, expanding the geographic reach, and/or exploring new competencies. Exploratory strategic renewal measures are long-term initiatives, such as entering new sectors and developing new products or services. In other words, exploratory strategic renewal measures involve adding new activities to the organization's existing portfolio of activities and competencies and expanding the company's geographic reach. In contrast, strategic investment renewal measures focus on the existing scope of current activities and competencies and are implemented within the company's existing geographic area. Furthermore, it refers to the short-term orientation of strategic renewal [15].

B. The ratio of business contraction measures to business expansion measures: Expansion vs. Contraction Activities. Contraction measures reduce activities, while expansion measures increase them [15].

When studying expansion, an important question arises: What is the impact of the potential for reallocating existing resources on the expansion paths chosen by companies?

To answer this question, new methods for exploring the relationship between an organization and its external environment have been applied. Strategic management research has begun to focus on a different aspect of this relationship: the idea that an organization can shape its external environment by taking actions such as developing innovative products. Instead of seeking a competitive advantage within a predetermined (external) reward structure and adapting to external events as they

unfold, the organization may be able to create or change the reward structure to its advantage for all companies. [16].

2-2-2- Context

The context dimension concerns the question of 'where' strategic renewal occurs. Context refers to the environments in which companies operate and reflects the fact that strategies do not emerge from an organizational vacuum [3]. The context dimension is measured by its relationship to internal versus external processes. Context is measured by two attributes: the ratio of external to internal processes, and the ratio of international to domestic processes.

a. Ratio of External to Internal Processes: External strategic renewal processes are defined as work carried out in collaboration with other companies. They are a means of acquiring knowledge and capabilities from outside the organization. Internal strategic renewal processes, on the other hand, originate within the organization and serve to develop internal knowledge and established capabilities [15].

From the perspective of Tuncdogan et al. (2019), an organization may not always need to develop capabilities to achieve strategic renewal within its organizational boundaries. Instead, it can collaborate with other partners. Companies choose to rely on external processes, that is, to cross their national borders for some reasons. Among the reasons are [17]:

1. Crossing national borders contributes to building the human capital necessary for strategic renewal and increasing the size of the target market.
2. It helps companies capitalize on opportunities in sectors, particularly in strategic renewal through mergers and acquisitions (M&A), which is considered a strategic renewal maneuver.
3. The process perspective in M&A provides a better understanding of how to achieve integration in the acquisition process.
4. It provides mechanisms and responsibilities for integration leaders by developing alliance capabilities for strategic renewal.
5. Alliances play a prominent role in driving companies towards strategic renewal. The success of some companies is attributed to their alliance capabilities, developed through systematic organizational learning processes that combine routine and customized approaches.
6. As external stakeholders become increasingly interested in sustainability issues, corporate strategies and operations are widely considered the foundation of their long-term existence. This requires companies to pay attention to their external operations.

b. The ratio of business in the international market versus business in the domestic market: In light of this, Nima (2021) notes that strategic activities are implemented within the organization's local market boundaries, while strategic activities for international markets are implemented across a wider range of local markets [15].

From the perspective of Riviere et al. (2018), entry into international sectors involves companies transferring expertise across borders. This is where internationalization comes into play in strategic renewal, based on the premise that companies' efforts should align with the changing environment within the international context, evolving through an international process. Among the means of renewal, innovation is mobilized through research and development, acquisition, product development, or market entry [18]. Understanding strategic renewal assumes reliance on practices that generate renewal and the investment of knowledge necessary to create viable products. In light of this, internationalization is a crucial organizational-level factor for improving performance through innovation. Consequently, internationalization is a key factor influencing the organization because it increases its capacity for renewal and, therefore, survival. As a result, internationalization is beneficial at all stages of renewal, which are characterized as follows:

- The Sensing Stage: The stage in which the organization recognizes and assesses the potential value of external knowledge and capabilities.
- Application (Transformation) Phase: - When the organization absorbs external knowledge and capabilities and applies them to generate value for the company.

2-2-3- The Process

The process dimension relates to "how and when" strategic renewal occurs. The process dimension refers to the actual manifestation of strategic renewal [14].

Viitala et al. (2020:5) argue that the process dimension concerns the temporal changes in strategic renewal actions, including their speed and variability. The process dimension is measured by the intensity of variability in strategic actions; that is, the number of actions per time period. The intensity of strategic action implementation is a source of competitive advantage, enabling quick responses to changing environments.

Given this perspective, Schmitt et al. (2016) ask: Who initiates and implements strategic renewal within companies? Some scholars take a higher-level theory perspective to argue that senior managers play a key role in initiating, enabling, and monitoring strategic renewal journeys. Other scholars draw on the strategy process literature to argue that lower-level managers and employees are important drivers of strategic renewal within companies [14].

2-3- The concept of Resilience in service projects

Linguistically, the word "resilience" (in its technical sense) comes from a Latin root, specifically the word "resile," which refers to something that has been exposed to a sudden accident, disaster, or crisis and can recover and maintain itself [19]. Resilience has become a key theme in the modern business environment, reflecting the rapid technological changes aimed at reducing product turnaround time [20]. The concept of Resilience emerged in the field of business organizations around the mid-1960s, when Ansoff deconstructed it into its external and internal aspects. According to him, external Resilience means not putting all your eggs in one basket, while internal Resilience provides a cushion for responding to disasters. It helps organizations cope with environmental changes and enables them to compete with other organizations. It facilitates procedures, diagnoses problems, and develops quick solutions by eliminating redundant administrative processes, saving time, effort, and costs. It contributes to increased productivity and profits for the organization, helps maintain customer satisfaction, and fosters organizational innovation. [21] Table (3) below illustrates a set of concepts related to the Resilience of service projects according to the opinion of some writers and researchers:

Table (3): A set of definitions of service project Resilience

	Source	The concept:
1.	Khalil et al,2019:114	The ability to perform work differently than initially planned to achieve effective performance in a dynamic, competitive business environment [22].
2.	Martin et al.,2018:12	It is the ability to anticipate potential threats, effectively manage unforeseen events, and leverage them to generate a dynamic capability that facilitates organizational change [23].
3.	Murad, Belabbas, 2019:96	It is the organization's ability to anticipate, prepare for, and respond to gradual change and sudden disruptions to survive and thrive, going beyond risk management to a more holistic vision of business health and success [24].

Source: Prepared by the researcher, based on the literature contained therein

2-4- Dimensions of the Resilience of Service Projects

Several authors and researchers have identified different dimensions for measuring organizational Resilience. Some of these researchers and authors have adopted the dimensions of project Resilience, namely structural Resilience, operational Resilience, and strategic Resilience. The following is an explanation of these dimensions [6]:

2-4-1- Structural Resilience

This is the ability of management to adapt decision-making and communication processes within the organizational structure with the necessary speed and in a more advanced manner, in accordance with the demands of change in the external environment. When faced with radical changes, management needs internal structural Resilience to facilitate the renewal or modification of existing processes. This is manifested in strategies for expanding functions horizontally and vertically [25]. The starting point for structural Resilience lies in the defined distribution of responsibilities and authorities within the basic organizational structure [26].

Matt & Leslie (2012) added that rigid organizational structures have highlighted the need for organizational Resilience in general and structural Resilience in particular. In light of the above, the researchers conclude that structural Resilience is the adaptability of employees, the diversity of their job roles, their ability to perform more than one job within the organization, and their responsiveness to the characteristics of the organizational structure. It is a fundamental dimension of organizational Resilience and relates to the organization's internal environment and its capacity for internal self-reform [27].

2-4-2- Operational Resilience

Operational Resilience is the ability to deal with unexpected variables by leveraging current capabilities within the organization's structures or objectives. It provides rapid response to changes and real-time feedback, enhancing customer satisfaction and organizational value [18].

The researchers believe that operational Resilience focuses on streamlining work procedures, providing a rapid response to changes that lead to fluctuations in organizational activities, offering innovative proposals, facilitating work processes, and moving away from routine work behaviors [27].

2-4-3- Strategic Resilience

Strategic Resilience is the ability of business organizations to respond to the demands of a changing, heterogeneous competitive environment. It is considered a prerequisite for increasing the ability to cope with significant and rapid environmental changes in an uncertain environment and to manage their activities efficiently and effectively under conditions of intense competition. Strategic Resilience sometimes involves a firm response to pressures and a proactive stance, rather than a reactive one. Action.

(Bock et al., 2012) see these capabilities as stemming from those that provide a variety of strategic options that can be implemented relatively quickly, such as the Resilience of capabilities that enable management to change the nature of

activities and are linked to the organization's goals or environment, and include change strategies and tactics to adapt to rapid market changes [6].

3- Data Analysis and Scale Evaluation

3-1- Coding Scale Variables and Items

The researchers used Cronbach's alpha to assess the questionnaire's reliability. Table 1 shows the overall reliability of the strategic renewal variable (0.969), while the project Resilience variable has an overall reliability of 0.968. The test results demonstrate that the reliability ratio meets the research objectives. This ratio allows identification of the relationship between the research variables: strategic renewal as the independent variable, comprising three dimensions (content, context, and process). Cronbach's alpha for the dimensions of strategic renewal was 0.912, 0.920, and 0.909, respectively. Cronbach's alpha for the enterprise resilience variable, the dependent variable, was 0.968. This variable also comprises three dimensions (structural Resilience, operational Resilience, and strategic Resilience), with reliability coefficients of 0.886, 0.917, and 0.929, respectively. This indicates the degree of correlation between the components of each dimension or variable. Therefore, the results confirm the instrument's reliability, indicating that participants' responses were not random. This lends credibility to the results before conducting inferential analyses. Table 4 below illustrates this.

Table (4) Cronbach's alpha reliability coefficient and composite reliability coefficient for variables and dimensions

The variable	Dimension	Cronbach's alpha coefficient for dimensions	Cronbach's alpha coefficient for variables
Strategic renewal	Content	0.912	0.969
	Context	0.920	
	Process	0.909	
Project Resilience	Structural Resilience	0.886	0.968
	Operational Resilience	0.917	
	Strategic Resilience	0.929	

Source: Prepared by the researcher.

3-2- Confirmatory Factor Analysis

The researcher verified the validity of the confirmatory construct by conducting confirmatory factor analysis. SMART PLS V4 is one of the most important modern applications used for modeling structural equations using the least squares method. This analysis aims to identify the nature of the hypothetical model, which consists of latent variables representing the scale's assumed dimensions. These variables guide the direction of the measured, or dependent, variables. This is illustrated in Table 5.

Table (5) Conformity Quality Indicators

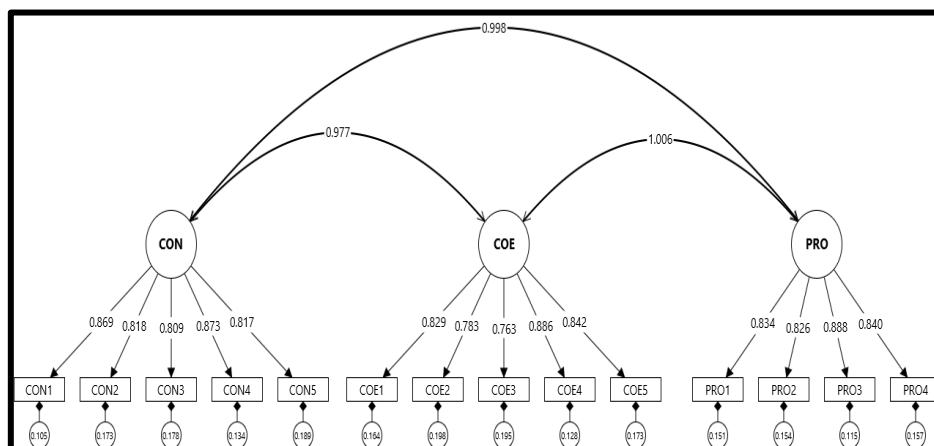
	Indicators	Conformity Quality Rule
1.	Comparative Fit Index (CFI)	Greater than or equal to 0.90
2.	Root Mean Square Error of Approximation (RMSEA)	Less than or equal to 0.08
3.	(GFI) Goodness of Fit Index	Greater than or equal to 0.90
4.	Normed Fit Index (NFI)	Greater than or equal to 0.90

Hair, J., Hult, R., Ringle, C. & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM). Los Angeles: Sage [28]

- Confirmatory Factor Analysis of the Independent Variable: Strategic Renewal

Figure (2) and Table (6) below illustrate the results associated with the confirmatory factor analysis of the strategic renewal variable.

Figure 2: Confirmatory factor analysis of the strategic renewal variable



Source: Prepared by the researcher using SMART PLS V4 software.

Table (6) Factorial ramifications of the strategic renewal variable

PATH	Outer loadings (standardized)	Standard errors	T values	P values
COE1 <- COE	0.829	0.064	9.394	0.000
COE2 <- COE	0.783	0.065	8.623	0.000
COE3 <- COE	0.763	0.063	8.290	0.000
COE4 <- COE	0.886	0.066	10.433	0.000
COE5 <- COE	0.842	0.067	9.619	0.000
CON1 <- CON	0.869	0.056	10.103	0.000
CON2 <- CON	0.818	0.064	9.190	0.000
CON3 <- CON	0.809	0.064	9.035	0.000
CON4 <- CON	0.873	0.064	10.172	0.000
CON5 <- CON	0.817	0.067	9.181	0.000
PRO1 <- PRO	0.834	0.062	9.478	0.000
PRO2 <- PRO	0.826	0.061	9.378	0.000
PRO3 <- PRO	0.888	0.063	10.471	0.000
PRO4 <- PRO	0.840	0.064	9.631	0.000

Source: Prepared by the researcher using SMART PLS V4 software.

The results above indicate that all factorial crossovers for the items of the Strategic Renewal independent variable scale exceed the lower limit of acceptance. Furthermore, the standardized parameter estimates suggest that the data for this variable are suitable for subsequent statistical analyses. All factorial crossovers for the items were greater than or equal to ≥ 50.0 ; any items less than this were excluded from the analysis. The significance level was less than 0.001 for all items, and the standard errors were within acceptable limits [28].

Table (7) Indicators of model conformity to the independent variable: strategic renewal

	Indicators	Model conformity ratios
1.	Comparative Fit Index (CFI)	0.979
2.	Normed Fit Index (NFI)	0.921
3.	(GFI) Goodness of Fit Index	0.870
4.	Root Mean Square Error of Approximation (RMSEA)	0.042

Source: Prepared by the researcher using SMART PLS V4 software.

Table 7 above shows the model fit quality indicators for the strategic renewal independent variable. The results indicate that all related ratios are:

1. Comparative Fit Index (CFI): Values close to 1.0 indicate a perfect fit, and values above 0.95 indicate an excellent fit. However, a value of 0.979 here reflects high quality.
2. Non-Framed Fit Index (NFI): An acceptable value is 0.90 and above. Although it may be affected by small sample sizes, a value of 0.921 here reflects high quality.
3. Quality of Fit Index (GFI): Researchers indicate that values of 0.80–0.89 may be acceptable in large or complex models, and a value of 0.870 here indicates adequate fit.
4. Root Mean Squared Rounding Error (RMSEA): Indicates a very good fit, and a value of 0.05–0.08 indicates acceptable fit. The current value of 0.042 reflects exceptional quality. [28].

• Confirmatory Factor Analysis of the Dependent Variable: Enterprise Resilience

Figure (3) and Table (8) below illustrate the results related to the confirmatory factor analysis of enterprise Resilience.

Figure (3) Confirmatory factor analysis of the project Resilience variable

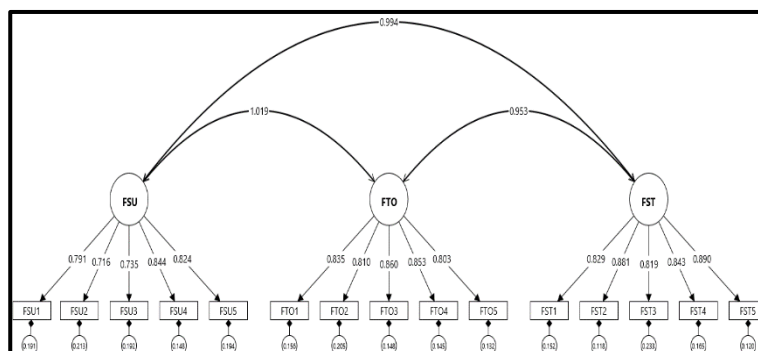


Table (8) Factorial dichotomies of the dependent variable: Project Resilience

PATH	Outer loadings (standardized)	Standard errors	T values	P values
FST ₁ <- FST	0.829	0.062	9.376	0.000
FST ₂ <- FST	0.881	0.062	10.326	0.000
FST ₃ <- FST	0.819	0.075	9.187	0.000
FST ₄ <- FST	0.843	0.066	9.610	0.000
FST ₅ <- FST	0.890	0.064	10.503	0.000
FSU ₁ <- FSU	0.791	0.064	8.789	0.000
FSU ₂ <- FSU	0.716	0.062	7.638	0.000
FSU ₃ <- FSU	0.735	0.060	7.963	0.000
FSU ₄ <- FSU	0.844	0.063	9.672	0.000
FSU ₅ <- FSU	0.824	0.068	9.341	0.000
FTO ₁ <- FTO	0.835	0.063	9.482	0.000
FTO ₂ <- FTO	0.810	0.069	9.062	0.000
FTO ₃ <- FTO	0.860	0.065	9.945	0.000
FTO ₄ <- FTO	0.853	0.063	9.811	0.000
FTO ₅ <- FTO	0.803	0.055	8.945	0.000

Source: Prepared by the researcher using SMART PLS V4 software.

The results above indicate that all factorial crossovers for the items of the Strategic Renewal independent variable scale exceed the lower limit of acceptance. The results also show that the standardized parameter estimates for this variable are suitable for subsequent statistical analyses. All factorial crossovers for the items were greater than or equal to ≥ 0.50 ; any items less than this were excluded from the analysis. The significance level was less than 0.001 for all items, and the standard errors were within acceptable limits [28].

Table (9) Indicators of model conformity to the dependent variable: Project Resilience

	Indicators	Model conformity ratios
1.	Comparative Fit Index (CFI)	0.984
2.	Normed Fit Index (NFI)	0.917
3.	(GFI) Goodness of Fit Index	0.873
4.	Root Mean Square Error of Approximation (RMSEA)	0.051

Source: Prepared by the researcher using SMART PLS V4 software.

Table (9) above shows the model fit quality indicators for the dependent variable, project Resilience. The results indicate that all related ratios are:

1. Comparative Fit Index (CFI): Values close to 1.0 indicate a perfect fit, and values above 0.95 indicate an excellent fit. However, a value of 0.984 here reflects high quality.
2. Non-Framed Fit Index (NFI): An acceptable value is 0.90 and above. Although it may be affected by small sample sizes, a value of 0.917 here reflects high quality.
3. Quality of Fit Index (GFI): Researchers indicate that values of 0.80–0.89 may be acceptable in large or complex models, and a value of 0.873 here indicates adequate fit.
4. Root Mean Squared Rounding Error (RMSEA): Indicates a very good fit, and a value of 0.05–0.08 indicates acceptable fit. The current value of 0.051 reflects exceptional quality. [28]

3-3- Descriptive Statistical Analysis

3-3-1- Descriptive Statistical Analysis of the Independent Variable: Strategic Renewal

Using SPSS, the arithmetic mean was used as an indicator of the data's central tendency, and the standard deviation as an indicator of the degree of data dispersion. Table 10 below presents the results obtained.

Table (10) Descriptive Analysis of the Strategic Renewal Variable

items	Mean	Std. Deviation	Variance	imp
COE1	3.1512	0.72789	0.530	
COE2	3.3023	0.72062	0.519	
COE3	3.3023	0.68719	0.472	
COE4	3.0930	0.77654	0.603	
COE5	3.1860	0.77477	0.600	

COE	3.2070	0.63502	0.403	1
CON1	3.11628	0.658315	0.433	
CON2	3.2209	0.72601	0.527	
CON3	3.1744	0.72261	0.522	
CON4	3.1744	0.75447	0.569	
CON5	3.3256	0.75836	0.575	
CON	3.2023	0.63133	0.399	2
PRO1	3.1163	0.70991	0.504	
PRO2	3.2907	0.70069	0.491	
PRO3	2.9651	0.74277	0.552	
PRO4	3.0465	0.73416	0.539	
PRO	3.1047	0.63993	0.410	3
SR	3.1713	0.61639	0.380	

Source: Prepared by the researcher using SPSS v.27 software.

The findings in Table 10 show that the average values for all dimension items exceed the hypothetical mean for the five-point Likert scale (3). This shows that this variable is quite common in the organization being studied. The data also indicated low standard deviation and variance, indicating that the replies were consistent and homogeneous.

Table 8 shows the ordering of the dimensions of the strategic renewal variable by mean. This is based on the descriptive analysis findings. The findings also indicated that the context dimension ranked first, with a mean of 3.2070, indicating that the company pays great attention to both its internal and external operations. With a mean of (3.2023), the content dimension came in second. This means it balances the chances to invest with the chances to explore. Last but not least, the process dimension came in third with a mean of (3.1047). This means the company prioritizes its administrative processes in its organizational structure.

3-3-2- Descriptive Analysis of the Service Projects Resilience Variable

Using SPSS, the arithmetic mean was used as an indicator of the data's central tendency, and the standard deviation as an indicator of the degree of data dispersion. Table 11 below presents the results obtained.

Table (11) Descriptive Analysis of the Service Projects Resilience Variable

items	Mean	Std. Deviation	Variance	imp
FSU1	3.3605	0.71805	0.516	
FSU2	3.1279	0.66503	0.442	
FSU3	2.9767	0.65037	0.423	
FSU4	3.3023	0.72062	0.519	
FSU5	3.2907	0.78014	0.609	
FSU	3.2116	0.58720	0.345	2
FTO1	3.1395	0.72213	0.521	
FTO2	2.9070	0.77654	0.603	
FTO3	3.1163	0.75799	0.575	
FTO4	3.0465	0.73416	0.539	
FTO5	3.0233	0.61313	0.376	
FTO	3.0465	0.62623	0.392	3
FST1	3.0233	0.70255	0.494	
FST2	3.4419	0.72930	0.532	
FST3	3.2674	0.84609	0.716	
FST4	3.4186	0.75872	0.576	
FST5	3.2326	0.76195	0.581	

FST	3.2767	0.67155	0.451	1
FS	3.1783	0.60719	0.369	

Source: Prepared by the researcher using SPSS v.27 software.

The results presented in Table 11 indicate that the mean values for all dimension items exceed the hypothetical mean of the five-point Likert scale (3). This suggests the strong prevalence of this variable within the organization under study. Furthermore, the results showed a low standard deviation and variance, indicating homogeneity and consistency in the responses.

Based on the descriptive analysis results for the project resilience variable, Table 8 presents the ranking of its dimensions by mean value. The results also showed that the strategic Resilience dimension ranked first, with an arithmetic mean of 3.2116. This indicates that the organization has Resilience in preparing its plans to implement strategic projects. It was followed by the organizational structure Resilience dimension in second place with an arithmetic mean of (3.2116). This means that the organization has the ability and capabilities to manage its organizational structure easily, due to Resilience factors such as the delegation of Authority across different administrative levels. Finally, the operational Resilience dimension came in third place with an arithmetic mean of (3.2767). This indicates that the organization has strong capabilities to operate smoothly and easily in response to sudden changes across its various operations.

3-4- Structural Model Evaluation Criteria and testing the hypotheses

According to the Least Squares modeling approach, the structural model evaluation criteria include four criteria, as shown in Table 12:

Table (12) Structural Model Evaluation Criteria

Criteria	Acceptable threshold
Linear Correlation Assessment (VIF)	< 5 VIF Variance inflation factor
Path Coefficient Significance	P-value < 0.05, t-value > 1.96
Coefficient of Determination (R ²)	0.25, 0.50, 0.75 indicate small, medium, large effect
Effect Size (f ²)	0.02, 0.15, 0.35 indicate small, medium, large effect

Source: Hair, J., Hult, T., Ringle, C. & Sarstedt, M. (2017). A primer on partial least squares structural equation modeling (PLS-SEM. Los Angeles: Sage [28].

3-4-1- Testing the main research hypothesis

This hypothesis states that: (There is a significant positive effect relationship of the independent variable (strategic renewal) on the dependent variable (Resilience of service projects) at the overall level of the organization under study. To test this hypothesis, the structural model is shown in Figure 4. Table 13 reviews the results of the evaluation of the structural model for this hypothesis.

Figure 4: The structural model for testing the second main hypothesis

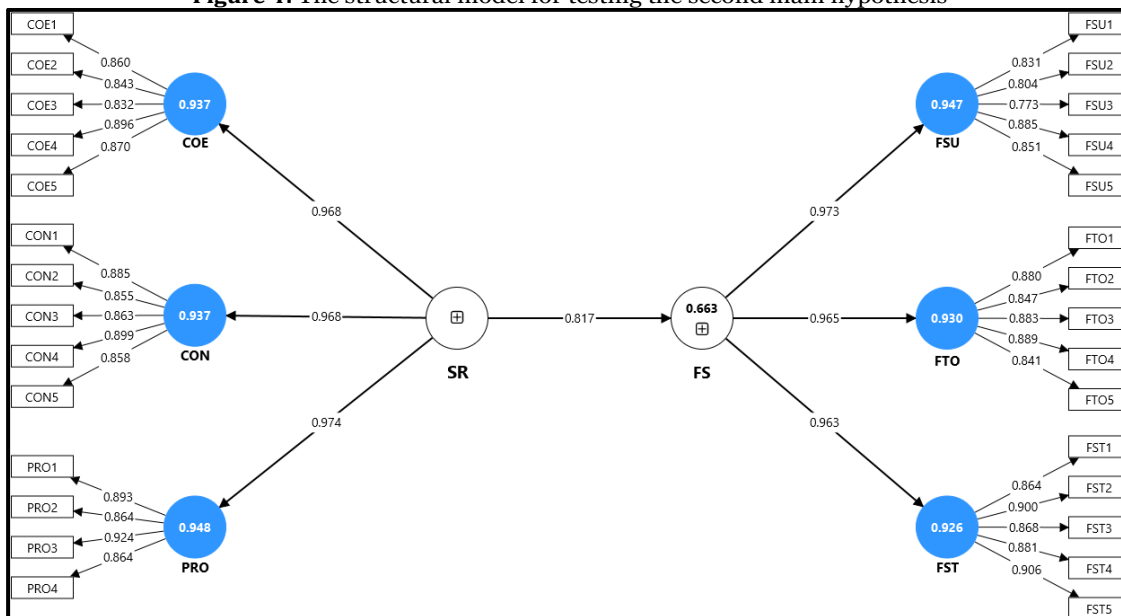


Table (13) Results of the evaluation of the first main hypothesis model

path	VIF	Path coefficient	t value	p Value	f ²	R ²	R2 Modified	Result
SR→ IO	1	0.817	10.435	0.000	18.447	0.667	0.663	Accepted

Source: Prepared by the researcher using SMART PLS V4 software.

The evaluation of the structural model results related to sub-hypothesis are summarized in (Table 13) for the main hypothesis where it confirmed that value of (path) coefficient is equal to (0.817), this mean significant when value of (t) > 1.96 and value also was less than 23, which means that p-value <0.05 according to rule of (Hair et al., 2017) [28].

They also indicated that the maximum value of effect was (18.447), and the adjusted R-squared was 0.663. This means that 66.3% of the variance in the dependent variable (service project resilience) can be explained by the independent variable (strategic renewal). In comparison, the remaining 33.7% was explained by other variables not included in this study. The hypothesis will be retained on this outcome.

3-4-2- Testing Sub-Hypotheses

The sub-hypotheses of the main hypothesis are as follows:

- I. There is a statistically significant positive relationship between context and the overall Resilience of service projects within the organization.
- II. There is a statistically significant positive relationship between content and the overall Resilience of service projects within the organization.
- III. There is a statistically significant positive relationship between process and the overall Resilience of service projects within the organization.

Figure (5) Structural model for testing sub-hypotheses

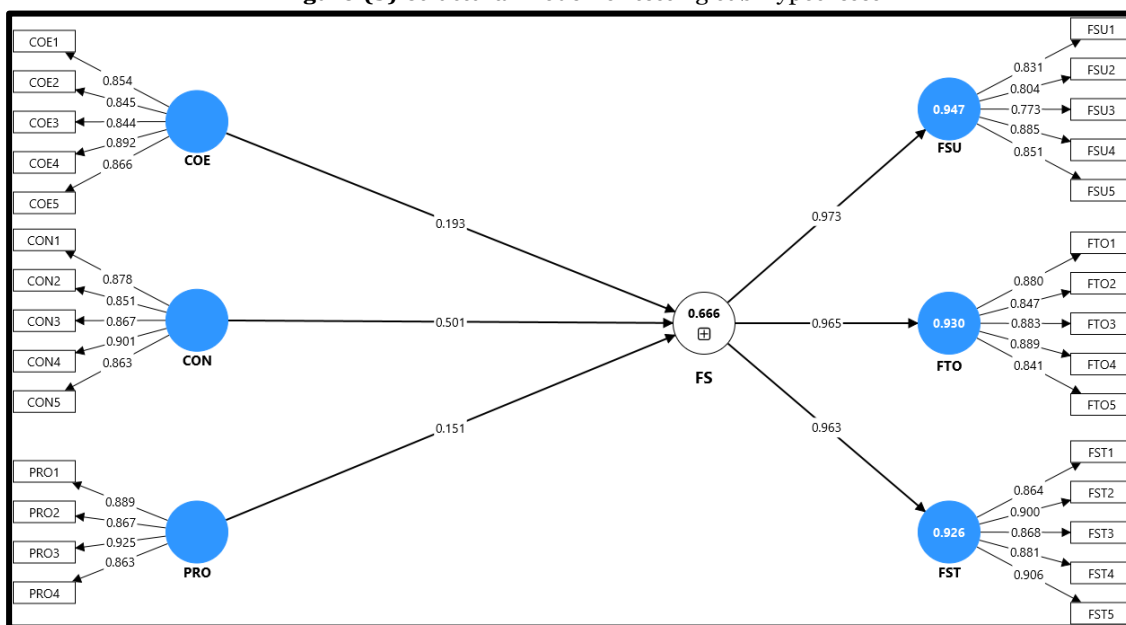


Table (14) Results of evaluating the sub-hypotheses model for the hypothesis

Path	VIF	Path coefficient	t value	p Value	f ²	R ²	R2 Modified	Result
COE → FS	1	0.139	8.656	0.000	0.016	0.678	0.666	Accepted
CON → FS	1	0.501	10.765	0.000	0.106			Accepted
PRO → FS	1	0.151	9.345	0.000	0.008			Accepted

Source: Prepared by the researcher using SMART PLS V4 software.

Table 14 presents the results of the structural model evaluation of the sub-hypotheses of the second main hypothesis, which concluded that the path coefficients for the sub-hypotheses are significant when the value of (t) exceeds 1.96. The value of (P) does not exceed 0.05 according to the rule of Hair et al. (2017) [28]. The results also showed that the values of the adjusted coefficient of determination reached (0.678)%, which indicates that the dimensions of the independent variable (strategic renewal) (context, content, process) were able to explain the dependent variable (Resilience of service projects) at a rate of 67%. The remaining percentage is due to other factors not addressed by the study. Based on the results, all sub-hypotheses will be accepted.

3- Conclusions and Recommendations

This section will address the conclusions and recommendations reached by the current research:

3-1- Conclusions

3-1-1- These inferences are directed to the intellectual and logical relationship among variables (strategic renewal and project resilience) informed by the literature review and a theoretical analysis:

- The findings suggested an inseparable relationship between renewal and Resilience; the former could not be viewed as optional but rather as essential and inevitable for developing organizational Resilience. Institutions that do not periodically reinvent themselves grow stale and cannot flex as the world changes around them.
- The structural fundamentals indicate that dynamic capabilities are the core factor. A strategic pause is a way to shift service projects from a reactive to a proactive mode. Elasticity through new business and operational models. In other words, when there are crises, the renewal capability embedded within the business is an immune system that allows the project to rebound quickly.
- By drawing on the resource-based view, we may expect that knowledge-based renewal helps sustain its strategic dimensions (mainly investment and exploratory renewal). The service resilience achieved is not just due to money but also to an organisation's capacity to renew knowledge and recognise changing beneficiary needs - knowledge renewal becomes a cornerstone of service resilience.

3-1-2- These conclusions focus on the current situation in (Najaf Investment Authority) based on data analysis and field observations:

The empirical analysis conducted at the Najaf Investment Authority showed organizational awareness of the value of strategic renewal. Confirmatory and descriptive data analysis: The existence of the dimensions of strategic renewal variables, as well as their availability, was confirmed, as represented by the layout of these constructs (descriptive data analyses). Yet it is stifled by bureaucratic hurdles and standard practices that undermine the ability to act on it.

It was also decided that the level of technical renovation for the Authority's service projects is still not satisfactory. This lack has led to a lack of responsiveness, one of the key dimensions of Resilience.

" findings The results showed that the strategic renewal construct and its dimensions (content, context, process) were significantly related to the project resilience and its specific dimensions (organisational structural Resilience, operational Resilience, strategic Resilience).

3-2- Recommendations

- Adopting (Strategic Vigilance) strategies and environmental monitoring: Najaf Investment Authority should form a special group for (strategic vigilance). This module seeks, at an early stage, to examine the possibilities and threats of environmental factors (e.g., changes in investment laws, economic cycles, and the powers of visitors).
- Systemic Innovation with Holistic Digitalization: It's no longer about using established approaches, but rather achieving complete automation of processes. Modernization of the Authority's ICT infrastructure is not an optional add-on but the heart of strategic renewal that will enable it to deliver agile projects. This conversion allows investors to share information quickly with the Authority.
- Improving Functional Empowerment and Strategic Leadership: The Authority's management must INVEST in programs that will hone human capital with themes in change management and agile leadership. Strategic renewal needs open minds , not those frightened of well-managed risk. When workers are empowered and given decision-making responsibility (decentralization), projects have greater flexibility to address field problems.
- Re-Engineering the Investment Map (Renewal of the investment portfolio). It is advisable to regularly review and update the investment map for the governorate and to diversify it with integrated projects.
- Preparation of Flexible Investment Contracts (Renewal of Regulatory Frameworks). This will be undertaken by the legal department as part of the Authority. By amending investment contracts and clauses with flexible terms that are sensitive to changes in circumstances, these types of contract should enable investors to amend their operational plans or make a partial service change based on market demand without being hampered by administrative overheads.
- Enhancement of strategic partnership with the private sector and local community: The Authority needs to move from being a regulatory body to a strategic partner. Common advisory boards should be established with investors, academics, and the Najaf community. Through this open strategy (in strategic renewal), actual market needs provide continuous feedback, making the designed and proposed service projects more in line with real demand. It also delivers better, more effectively implemented, and sustainable experiences.

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