

Article

Analysis of Factors Affecting The Success of Strategic Change Initiatives in The Management Consulting Sector

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Abstract: Strategic change initiatives are essential tools that companies use to improve performance and achieve long-term goals. This study aims to analyze the factors influencing the strategic change initiative in a management consulting firm in Jeddah, Saudi Arabia. Quantitative analysis was used through a survey using a questionnaire distributed electronically to 100 employees, and the researcher received 81 response o. The research conducted a statistical analysis of the questionnaire to identify the success and failure factors affecting the initiative and evaluate the company's performance. The results showed that effective communication with employees and developing a clear change message were critical factors that contributed to the success of the initiative. Clearly communicating the change vision to employees helped enhance their understanding of and commitment to the initiative's goals, while the active participation of all members affected by the change was essential to achieving success. The commitment and support of senior management also played a vital role in directing and implementing the initiative. On the other hand, the results showed that resistance to change, the absence of standard principles, and adopting short-term initiatives without considering long-term goals were the main factors hindering the achievement of the initiative's goals. Other obstacles included hiring non-specialized employees, lack of integration in project management, and effective monitoring of processes. The results showed that the initiative had a positive impact on the company's performance, as employee satisfaction and the quality of services provided improved, customer satisfaction increased, and productivity and performance efficiency improved.

Keywords: strategic, change , initiative ,success , factor, analyze , failure

Citation: AlNajem H. S. Analysis of Factors Affecting The Success of Strategic Change Initiatives in The Management Consulting Sector. International Journal on Economics, Finance and Sustainable Development (IJEFSD) 2025, 7(4), 146-160

Received: 08th Mar 2025Revised: 12th Mar 2025Accepted: 24th Mar 2025Published: 31th Mar 2025

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1. Introduction

The expression "strategic change initiative" can be defined as a procedure to begin an alteration, improvement or modification in the method business that the organization used to follow routine as business routine. Also, strategic change initiative is considered is main tool for some organizations for development and sustainability for other organizations [1]–[3]. Strategic change initiative is more than only the how or the causes of change; it is also approach and the qualifications. Organizational managers should adopt the change and accept the present uncertainty of the economic climate. Additionally the staff work in the organization also should accept alteration and modifications [4], [5]. A strategic initiative change is always greatly based on readiness to change and convenience the others the need for change in addition to implementing the change process [6], [7]. Change initiatives demand strategic plans that are typically considered as basic tools to enhance organizational performance, Although the implementation of this tool is greatly rare by leaders and managers. It is more popular for leaders to be concentrated on their own fields of expertise in departments, for which they are immediately responsible, instead of executing strategy and action enterprise level. However, the more complex the initiative and its plan, the more imperative and essential for an action strategy for successful

execution, to control cost and maintain budget overrun, weak organization among departments, unplanned allocation of resources, time overrun in operation, and extra efforts[8] . A strategic change initiative can assume the type of a minimization in workforce , a complex procedure that demands accurate treatment, whether in the public or private field [9], [10].Actually, leaders should adopt innovated practices, tasks, accountabilities, and responsibilities when leading company suffering from a minimization in force. The manager will be forced to set a strategic plan that takes into account service, severance packages, modifications in work place of personnel to other departments[11]. Suitable leadership will lead to enhancement in profits and productivity [1 2]. lack of setting strategic planning leads to labor absenteeism, significant turnover, and increasing of legal costs from litigation as personnel have fears for their jobs and responsibilities in the renewed enterprise [13]Some of the present practices executed by companies that are refused to minimization are: employing freezes, mandatory vacations and sabbaticals, minimization workweeks, salary minimization, and exit incentives [14] The company's objective is to preserve the present workforce, yet minimize overhead while enhancing productivity [5]. The management consulting sector in the Kingdom of Saudi Arabia faces significant challenges in light of the rapid economic and social changes taking place in the Kingdom. As the government moves towards achieving Vision 2030, it has become imperative for consulting firms to adapt to these transformations and develop new strategies to ensure the continuity and success of their businesses. Challenges include the need to improve efficiency, increase the ability to adapt to changes, and take advantage of new economic opportunities. Accordingly, this research aims to analyze the factors that affect the success of strategic change initiatives in this sector. The importance of this research comes because it seeks to provide a comprehensive analysis of the factors that affect the success and failure of strategic change initiatives in the management consulting sector. By understanding these factors, consulting firms can enhance their ability to adapt to new challenges and achieve strategic goals. The research also contributes to providing practical recommendations that can help improve the performance of institutions and increase their ability to compete in the market. This research aims to analyze the factors that influence the success and failure of strategic change initiatives in the management consulting sector. By studying these factors, the research seeks to provide practical recommendations that help consulting firms improve their strategies and implement changes successfully. The focus will be on identifying the key factors that influence the success and failure of change : Accordingly, the research answers the following question: What are the main factors that affect the success and failure of strategic change initiatives in the management consulting sector in the Kingdom of Saudi Arabia and how can these factors be improved to ensure the achievement of strategic objectives? Also, this research investigate th following Hypothesis: H0: There is no effect of the success factors of the strategic change initiative on enhancing the performance of the management consulting firm in Jeddah at a significance level of $(0.05 \geq \alpha)$ H1: There is an effect of the success factors of the strategic change initiative on enhancing the performance of the management consulting firm in Jeddah at a significance level of $(0.05 \geq \alpha)$.

2. Literature Review

2.1 Strategic Change Initiative

Over the last years, steadiness and certainty have been the basic factors that support organisations [15]. To maintain stability of organizations, change has become a core demand in companies and its significance has increased greatly. good strategic change initiatives is required and basic for success. This can be supported by a suitable strategic change initiatives framework [15]. strategic change initiative is a strategic and tactical issue that can serve companies in their control of and adaptation to change to boost their flexibility to a significantly competitive atmosphere. Strategic change initiative can be described as “the operation of regularly updating direction of the organization, structure and abilities to meet the ever-changing requirements of external and internal

clients" [16] Those ever-changing requirements have their basis in the renewed business world. External success factors comprise: technologies, expanding markets, innovations, increasing globalisation, climate change, shifting social and demographic requirements While internal factors arise from project executions, alteration in company strategy, continuous enhancement operations and/or restructuring initiatives[17] In general , organizations determine three to six fields in which to execute well . Success factors boost the potential of accessing relevant to performance goals leading to success with the inverse admitted as failure. several researches pointed out that approximately 70% of change initiatives fail .

2.2 Success Factors in Strategic Change Initiative

The success factors influence on strategic change initiative have been collected based on systematic literature review, where the factors have been categorized into four categories that have been identified from which the highest significant success factors have been collected via Journals ,publications and conferences. The comprehensive review of success factors are listed in Table 1.

The categories have been classified into four sections:(1) communication: objectives, operations and giving direction (2) develop a insight/change message and communicate it through the company, (3) early, sufficient, effective involvement of all members or groups influenced (4) leading management: adherence, , participation, upholding and existence.

2.2.1 Communication: objectives, operations and giving direction

Communication is existed approximately in all of the other success factors, that enable it as a basis to success and of highest significance to strategic change initiative . Communication is necessary to create transparency, participating personnel, selling the change's significance, avoiding and exceeding resistance, resolving conflicts etc. [16].Communication requires to be truthful, on time and obvious [18]. Knowledge management strategies, as personalisation and the codification strategy can assist determine the correct method to communicate. Personalisation is the exchange of information via interaction manner physically. For instance, personalising the language to the assigned group[17] . This method is extremely personal, encouraging, and efficient and also less mysterious .The codification strategy is an indirect communication tool and benefit to provide widespread information.

2.2.2 Develop a insight/change message and communicate it through the company

It is significant to arise an obvious, identified, executive insight for executing change and communicating it efficiency via the company[19] .The more efficient the delivery of the change message, the more that people can recognize the necessity of change . This also rises the potential of a successful change (. Lines et al.,2015). In order to introduce a Major orientation, assign motivating objectives and identify the way, the insight requires to be formulated in an extensive, concrete and organization specific method. Without this obvious expression, uncertainty can grow between the personnel which can in turn, result in resistance [20].

2.2.3 Early, sufficient, effective involvement of all members or groups influenced

Early, sufficient, effective involvement of all personnel or groups influenced by the change can be summarised as utilized participation. This is identified as ownership in the hands of the end-clients . It is basic to assure the early, sufficient, and effective involvement of those influenced by the future change[21] Enabling participation, apricating contributions and suggestions, and boosting the flow of information supports employees in feeling necessity, faithful, and apricating . [22] Accordingly, employee change resistance decreases and their motivation as well as commitment increases. Additionally, the entire regime can be understood better, and the change managers can take an advantage of present knowledge. This lead to a better findings in terms of content [16].

2.2.4 Leading management: adherence, participation, upholding and existence

The necessity of leader management not only to accept but support the modification and adhere to it . This assure that required resources are allocated to the change and are made affordable in a on time [22]. Participation, existence, and the visible support of the executive management team, affirm the significance of the change initiative[23]. This is can also be beneficial for leadership and personnel encouragement as shown in table 1, an overview of success factors in strategic change initiative.

Table 1. Overview of Success Factors in Strategic Change Initiative

No.	Success factors	Authors
1	communication: objectives, operations and giving direction	[16], [17], [21], [22]
2	develop an insight/change message and communicate it through the company	[16], [21], [22]
3	early, sufficient, effective involvement of all members or groups influenced	[22], [24]
4	leading management: adherence, participation, upholding and existence.	[19]
5	Training ,educating and supporting personnel and utilizers	[19], [22]
6	Readiness to adopt change, change adherence, positive attitudes	[19],[20]
7	Integration	16],[17]
8	Taking into account human aspect, address the requirements of personnel immediately	[20]
9	Participation of correct employees	[16]
10	Flexibility	[18]

2.3 Failure Factors in Strategic Change Initiative

Comprehensive literature review have been developed in order to identify strategic change initiative failure factors that are illustrated in Table 2. These failure factors were grouped in the following categories: disagree to change, standardised principles and adopting short term strategic change initiatives.

2.3.1 Disagree to change

Refusing the change can be described as “dissenting reactions that slow up, oppose, or hinder a strategic change initiative effort [21] Three fields of impedance can be mentioned: cognitive, affective, and behavioural. Cognitive impedance concerns the method individual thinks about change. Affective impedance transfers the emotional and psychological responses to change. Behavioural impedance indicates the personnel’s reaction and it is resulted from of both the cognitive and affective impedance [17]. These responses can be transferred in several shapes, as; listlessness, opposition, discomposure, evasion, arguing, open criticism and/or publishing negative expressions [16] Most of these responses are visible, but there are also some that are less clear as reluctant application and delaying or misguided compliance . According to[19] this kind of impedance is more significant, and hard to predict and administer.

2.3.2 Standardised principles

A standardised principle indicates to as a ‘one-size-fits-all’ method. This means that a generalised technique is utilized on a change project with no adaption to the certain environment in which the project finds itself such as the firm’s culture and its business Change managers are in need of understanding that “factors assuring successful findings in one case do not have to lead to success in another case”. There is no better

global method to manage and lead change, Thus, it cannot be considered as one standardised concept[18].

2.3.3 Adopting short-term strategic change initiatives

A change project has three stages. The first stage contains the change initiative's analysis, preparation, and plan. In the second stage, the change is carried out and completed. The last stage ends the project by solidifying the change [16], It is significant to get the time to review each of these stages accurately. Personnel that are predicted to execute a great change in a short quantity of time can become unmotivated owing to unrealistic predictions. Thus, change initiatives should be considered as an improvement operation but not as a time-limited program [21], as you can see in Table 2, which provides an overview of the factors that affect strategic change initiatives.

Table 2. Overview of Failure Factors in Strategic Change Initiative

No.	Failure factors	Authors
1	disagree to change	[16],[17],[18]
2	Standardised principles	18],[20],[19]
3	Adopting short term strategic change initiatives.	[18],[20],[19]
4	Inadequate sponsorship ,resources	[18],[20],[19]
5	Unmotivated personnel	[24]
6	Weak integration in project management	[24]
7	Insufficient process monitor	[16]
8	Obvious goals, shortage orientation	[16]
9	Bad skills	[16]

2. Materials and Methods

The research methodology relies on using the descriptive analytical approach to conduct the study by collecting primary sources through the questionnaire, while secondary sources were relied upon by using the theoretical framework represented by scientific journals, conferences and published research related to the factors affecting the strategic change initiative in organizations in general and benefiting from them in designing the questionnaire, which was divided into several axes: success factors affecting the strategic change initiative, failure factors affecting the strategic change initiative and the organization's performance. The statistical analysis was conducted using the SPSS program through the necessary statistical methods and techniques to obtain the results, discuss them and provide the necessary recommendations and suggestions.

2.1 Study community and sample

The study community included 100 employees of the management consulting company in Jeddah, while the study sample size was calculated based on the Thomson equation as follows:

$$\frac{N \times p \times (1 - p)}{(N - 1) \times \frac{d^2}{Z^2} + p \times (1 - p)} = \frac{100 \times 0.5 \times (1 - 0.5)}{(100 - 1) \times \frac{0.05^2}{1.96^2} + 0.5 \times (1 - 0.5)} \approx 80$$

Where "N" denotes the known population size, "n" denotes the required sample size, "d" denotes the error rate and is usually taken as (0.05), while Z is the standard score (the number of standard deviations that separate a point from the mean). The commonly used standard scores are 1.96 for a 95% confidence level. The questionnaire was sent electronically according to "Google Form" forms randomly to the community and 81 valid questionnaires were obtained for analysis.

2.2 Surveying Study

The study is based on conducting a questionnaire directed to the administrative staff in the management consulting sector company. A questionnaire will be distributed to the

sample described above. The questionnaire consists of three axes: The first axis: represents the success factors affecting the strategic change initiative in the management consulting sector

The second axis: represents the failure factors affecting the strategic change initiative in the management consulting sector

The third axis: the performance of the management consulting sector company

The questions were developed and measured according to the five-point Likert scale, which includes 5 degrees and includes the following scale in the table 3:

Tabel 3. Five-point Likert scale

description	Strongly agree	agree	neutral	disagree	Strongly disagree
scale	5	4	3	2	1

2.3 Sample characteristics

Distribution of study sample members according to years of experience: As shown in Table 4, it can be noted that the percentage of sample members with experience ranging from 5-10 years constitutes 12.35%, while the percentage of sample members with experience from 11-15 years represents about 27.16%, while the percentage of individuals from 16-20 years is approximately 43.21%.

It can be concluded that the management consulting sector includes employees with different years of experience, as it is possible to benefit from those with long years of experience and seek to develop the experiences, skills and knowledge of those with less experience.

Distribution of study sample members according to job position: Table 4 shows that the percentage of sample members according to job position are administrative managers 14.81% and administrative employees 85.19%

Tabel 4. Distribution of the sample according to research variables

Demographic variables	description	sample	Percentage%
Years experience	5-10 years	10	12.35
	11-15 years	22	27.16
	16-20 years	35	43.21
	More than 20 years	14	17.28
Job position	managers	12	14.81
	employees	69	85.19

2.4 Testing the reliability of the tools:

This was done by adopting the internal validity test of the questionnaire. This procedure included the following:

- Apparent validity: By using arbitrators to determine whether the study tools were effective for measurement. Some modifications were made to some of the questionnaire phrases by the arbitration committee.

-Internal consistency: This procedure was done by calculating the correlation coefficient for each phrase with its axis. This is shown in Table 5:

Tabel 5. Correlation coefficient of phrases with their axes

Success Factors		Failure factors		Company performance	
Statement No.	Pearson coefficient	Statement No.	Pearson coefficient	Statement No.	Pearson coefficient
1	0.701	1	0.711	1	0.861
2	0.748	2	0.626	2	0.910

3	0.781	3	0.607	3	0.931
4	0.754	4	0.5	4	0.921
5	0.549	5	0.646	5	0.884
6	0.605	6	0.5		
7	0.538	7	0.537		
8	0.546	8	0.51		
9	0.564	9	0.507		
10	0.584				

* Significance level 0.05. ** Significance level 0.01

Table 5 indicates that there is clear internal consistency between the questionnaire statements, as the values of the correlation coefficients indicate a strong association between each statement and the axis to which it belongs at a significance level of 0.01.

2.5 Questionnaire Reliability

To calculate the tool's reliability coefficient, Cronbach's Alpha equation was used and applied to the data collected from the survey sample as follows:

Reliability analysis gave a value of 0.985 for the (Cronbach's Alpha) coefficient, and this value indicates a high internal consistency between the questionnaire statements and the validity of the questionnaire as you see in the table 6.

Tabel 6. Cronbach's Alpha Coefficient

Statements No.	Cronbach's Alpha
24	0.833

From the above results of the survey study, it can be concluded that the study tool and its axes are characterised by high degree of validity and reliability, which makes the researcher confident of the results that will be reached through this questionnaire.

2.6 Questionnaire design

The questionnaire included an introduction related to the subject of the study with the aim of clarifying the subject to the respondents and giving them an idea of the academic and applied goal of the study and motivating them to participate in answering the questionnaire questions that include information about the respondents. The questionnaire also included two axes:

- The first axis: The first axis included phrases aimed at analyzing the success factors in the strategic change initiative for the management consulting sector in Jeddah. These factors were selected based on the literature review of previous studies
- The second axis: The second axis included phrases aimed at analyzing the failure factors in the strategic change initiative for the management consulting sector in Jeddah. These factors were selected based on the literature review of previous studies
- The third axis: The third axis included the performance of the management consulting sector company based on adopting the strategic change initiative

2.7 Statistical procedures

1. Statistical analysis of the personal data of the respondents (job position - years of experience)
2. Measuring the stability of the questionnaire using Cronbach's alpha analysis
3. Measuring the internal consistency of each paragraph in the questionnaire to ensure the degree of its belonging to the category to which it belongs. This is done using the Pearson correlation coefficient
4. Calculating averages, frequencies and the standard deviations for each paragraph of the questionnaire to know the degree of agreement on the proposed axis. Testing the study hypothesis through simple linear regression analysis between the success factors affecting the strategic change initiative that represents the independent variable and the performance of the management consulting company that represents the dependent variable.

3. Results and Discussion

3.1 Analysis of success factors affecting the strategic change initiative in the management consulting sector

Table 7 expresses analysis of Success factors affecting the strategic change initiative in the management consulting sector in Kingdom of Saudi Arabia . mean and standard deviation have been used in order to assess the success factors that affect on strategic change initiative in the management consulting sector which are illustrated in Table 7

Table 7. Success Factors Analysis affecting the strategic change initiative

No.	Statement	Mean	Standard deviation	Approval level
1	communication: objectives, operations and giving direction	4.48	0.84	Strongly agree
2	develop an insight/change message and communicate it through the company	4.64	0.71	Strongly agree
3	early, sufficient, effective involvement of all members or groups influenced	4.53	0.74	Strongly agree
4	Leading management: adherence, participation, upholding and existence.	4.47	0.74	Strongly agree
5	Training ,educating and supporting personnel and utilizers	3.83	1.19	agree
6	Readiness to adopt change, change adherence, positive attitudes	4.36	0.90	Strongly agree
7	Integration	4.20	1.09	agree
8	Taking into account human aspect, address the requirements of personnel immediately	4.23	1.06	Strongly agree
9	Participation of correct employees	4.12	0.95	agree
0	flexibility	.98	.16	gree

The survey results shown in Table 7 indicate that the strategic change initiative in the management consulting firm was framed by specific and important success factors:

First, It was found that effective communication plays a vital role in achieving the success of the change initiative, as this factor received a high arithmetic mean of

4.48, indicating that employees see clear goals, instructions, and continuous guidance as the basis for achieving common goals. The simple standard deviation also reflects the stability of participants' opinions on this factor.

Developing and effectively communicating the change message/vision came as the most influential factor, as this factor received an arithmetic mean of 4.64, reflecting the great importance of clarifying the change vision to all employees and ensuring its comprehensive understanding and comprehension. The great support for this factor enhances participants' agreement on it, indicating that the company succeeded in communicating its vision clearly and effectively.

Early and intensive participation of all affected members also came as an important factor, with an arithmetic mean of 4.53. This indicator shows the importance of involving employees in the early stages of the change process to increase the chances of success and enhance commitment to the initiative.

Top management commitment and continuous support had a clear impact, as the arithmetic mean for this factor was 4.47. This result reflects the need for top management to guide and lead strategic initiatives to ensure their success.

Despite the importance of training, evaluation, and support for employees, this factor had the lowest arithmetic mean (3.83), indicating a disparity in opinions about the effectiveness of this process. The high standard deviation reflects a greater disparity in opinions about the training and support required to achieve the change goals.

Finally, the results show that readiness to adopt change and flexibility in dealing with it play a vital role in the success of the initiative. This factor had an arithmetic mean of 4.36, reflecting employees' readiness to adopt and implement change positively. In contrast, flexibility in dealing with change had an arithmetic mean of 3.98, indicating that flexibility may be a challenge that requires more attention and focus to ensure sustainable success.

In general, it can be said that the main success factors related to effective communication, developing and communicating the change vision, effective participation, commitment from top management, and good preparation for change are among the most influential factors on the strategic change initiative. These factors received the highest levels of agreement among participants, reinforcing their great importance to the success of the initiative. To achieve lasting success, the company should focus on improving employee training and enhancing flexibility in dealing with future changes.

3.2 Analysis of failure factors affecting the strategic change initiative in the management consulting sector

Table 8 expresses analysis of failure factors affecting the strategic change initiative in the management consulting sector in Kingdom of Saudi Arabia . Mean and standard deviation have been used in order to assess the failure factors that affect on strategic change initiative in the management consulting sector which are illustrated in Table 7

Table 8. Failure Factors Analysis affecting the strategic change initiative

No.	Statement	Mean	Standard deviation	Approval level
1	disagree to change	4.49	0.76	Strongly agree
2	Standardised principles	4.42	0.83	Strongly agree
3	Adopting short term strategic change initiatives.	4.28	0.99	Strongly agree
4	Inadequate sponsorship ,resources	3.98	0.87	agree

5	Unmotivated personnel	4.16	1.05	agree
6	Weak integration in project management	4.10	0.93	agree
7	Insufficient process monitor	4.09	1.03	agree
8	Obvious goals, shortage orientation	4.21	0.95	Strongly agree
9	Bad skills	3.91	0.92	agree

The survey results illustrated in Table 8 indicate that there are several factors that affect the strategic change initiative in a management consulting firm in Saudi Arabia. By analyzing the data, it can be provided clear insights into the impact of these factors on the success of the initiative and the importance of addressing these issues to avoid future failure.

First, it can be found find that resistance to change plays a major role in hindering the achievement of the initiative's goals, as this factor received a high arithmetic mean of 4.49, indicating that employees feel that change is a challenge for them and they face difficulty adapting to it. The low standard deviation reflects the consensus of the participants regarding the importance of this factor as a major obstacle. To address resistance to change, the company must provide a supportive environment and offer awareness and training programs to enhance employees' understanding of change and the importance of their contribution to its success.

Second, the survey results show that following standard principles and clear strategies is crucial to achieving success. This factor received an arithmetic mean of 4.42, reflecting the great importance of applying unified principles and standards throughout all stages of implementation. The low standard deviation reflects the stability of the participants' opinions on this factor. To ensure success, the company must establish clear standard principles and implement them strictly. On the other hand, the arithmetic mean of the factor of adopting short-term strategic implementation initiatives (3.98) indicates the need to think long-term and avoid focusing only on short-term initiatives. The standard deviation reflects some variation in opinions on this factor. Therefore, it is necessary for the company to consider the balance between short-term and long-term initiatives to ensure sustainable success.

In addition, the results indicate that hiring non-specialized employees is an obstacle to the successful implementation of the change initiative, as this factor received an arithmetic mean of 4.16. The high standard deviation reflects the variation in opinions on this factor. To improve performance, the company should focus on hiring and training highly qualified employees in the field of management consulting.

Integration in project management is also a crucial factor to ensure the success of the initiative, as this factor received an arithmetic mean of 4.09. The company must enhance integration between all teams and departments concerned with the change to ensure the achievement of common goals. An effective system for monitoring operations must be put in place to ensure that procedures are implemented correctly, as the arithmetic mean of the factor of ineffective monitoring of operations (4.09) indicates the importance of improving monitoring systems.

Finally, the survey results confirm the need for strong leadership and effective guidance to achieve the success of the change initiative, as the factor of weak leadership and lack of guidance received an arithmetic mean of 4.21. It is essential that the leadership is committed and effective in guiding and supporting employees during the change process to ensure the desired results are achieved.

Based on these results, it can be concluded that resistance to change, lack of clear standard principles, and lack of strong guidance and leadership are the main factors that hinder the success of the strategic change initiative. To improve the chances of success, the company should focus on enhancing communication and integration in

project management, providing the necessary training for employees, and providing effective leadership and guidance.

3.3 Evaluation of the performance of the management consulting company based on the implementation of the strategic change initiative

Table 9 assesses the performance of consulting sector in Kingdom of Saudi Arabia by implementing change initiative in the management. Mean and standard deviation have been used in order to assess the success factors that affect on strategic change initiative in the management consulting sector which are illustrated in Table 7

Tabel 9. consulting company Performance by Applying the strategic change initiative

No.	Statement	Mean	Standard deviation	Approval level
1	Employee satisfaction is significantly improved after implementing the strategic change initiative	4.60	0.80	Strongly agree
2	Tangible improvements are achieved in the quality of services provided.	4.62	0.66	Strongly agree
3	The strategic change initiative leads to a significant increase in the efficiency of internal operations	4.63	0.66	Strongly agree
4	The implementation of the strategic change initiative leads to an increase in the level of customer satisfaction.	4.64	0.66	Strongly agree
5	The strategic change initiative contributes effectively to achieving the company's long-term goals.	4.65	0.62	Strongly agree

The results of our survey on the performance of a management consulting firm in Saudi Arabia after implementing the strategic change initiative indicate that the initiative was successful and effective in improving various aspects of performance in the company. The survey results, which included an analysis of the arithmetic mean, standard deviation, and acceptance level, reflect a high consensus among employees and beneficiaries of the services provided by the company.

With regard to employee satisfaction, this factor received a high arithmetic mean of 4.60, indicating that employees feel a significant improvement in their level of satisfaction after implementing the initiative. The small standard deviation indicates a consensus among employees about the importance of these improvements in enhancing their satisfaction. This improvement in employee satisfaction reflects that the new policies and procedures have contributed to creating a more positive and supportive work environment, which enhances motivation and productivity among employees.

With regard to the quality of services provided, the company achieved tangible improvements as evidenced by the arithmetic mean of 4.62, which is a strong indicator that the services provided by the company have become more efficient and of higher quality after implementing the initiative. The low standard deviation reflects the consensus among participants about these improvements. This result confirms that the implementation of the strategic change initiative has contributed to raising the level of professionalism and efficiency in providing services, which enhances customer confidence in the company.

With regard to improving productivity and raising performance efficiency, this factor obtained an arithmetic mean of 4.63, indicating that the initiative was effective

in improving the company's overall performance. This improvement in productivity reflects that the company was able to achieve optimal use of resources and adopt more effective work practices, which contributes to achieving its goals better.

In terms of customer satisfaction, the arithmetic mean of 4.64 shows that the initiative was successful in meeting customer expectations and needs, which led to raising their level of satisfaction with the services provided. This improvement in customer satisfaction reflects that the company has been able to improve the customer experience and enhance the relationship with them, which contributes to building a loyal and sustainable customer base.

Finally, with regard to achieving the company's long-term goals, this factor obtained the highest arithmetic mean (4.65), indicating that the initiative has effectively contributed to achieving the company's strategic goals. The low standard deviation reflects the consensus on the initiative's success in achieving these goals, which enhances confidence in the ability to achieve sustainable development and growth.

Based on these results, it can be concluded that the strategic change initiative was successful in improving the performance of the management consulting firm in Saudi Arabia. The significant improvement in employee satisfaction, service quality, productivity, customer satisfaction, and achievement of the company's long-term goals reflects the effectiveness of the initiative and its positive impact on various aspects of performance. To achieve sustainable success, the company must continue to adopt change and innovation initiatives and provide the necessary training for employees to ensure continuous development and achievement of strategic goals.

3.4 Linear regression analysis

Linear regression test was used to study the relationship between the success factors affecting the strategic change initiative, which were considered as an independent variable, and the performance of the management consulting firm, which was considered as a dependent variable, in order to study the extent to which the success factors of the strategic change initiative. In order to test the hypothesis, linear regression analysis was used, which studies the effect of an independent variable (x) on a dependent variable (Y). The linear regression equation is expressed by the relationship $Y = \beta X$. This hypothesis can be tested using simple linear regression shown in Table 10.

H0: There is no effect of the success factors of the strategic change initiative on enhancing the performance of the management consulting firm in Jeddah at a significance level of $(0.05 \geq \alpha)$

H1: There is an effect of the success factors of the strategic change initiative on enhancing the performance of the management consulting firm in Jeddah at a significance level of $(0.05 \geq \alpha)$

Tabel 10. Hypothesis Test

Company performance	Success factors				
	R	R^2	β	F	Sig
	0.724	0.851	0.851	913.334	0.001

Table (10) shows the relationship between the success factors of the strategic change initiative and the performance of the management consulting company in Jeddah. The analysis results showed a statistically significant positive relationship between the two variables, as the standard beta value reached (0.851), which is a high positive value and statistically significant. The coefficient of determination value reached (0.851), which means that the value of (0.851) of the change in the company's performance is a result of the success factors affecting the strategic change initiative. Through the test value (F), which reached (913.334) with a statistical significance value of (0.001), which achieves the significance of the relationship between the

independent variable, success factors, and the dependent variable that represents the company's performance. From the above, the hypothesis can be accepted, which states that: There is a strong positive effect with statistical significance at a significance level of (0.05) for the success factors of the strategic change initiative on enhancing the performance of the management consulting company in Jeddah.

4. Conclusion

This research conducted a statistical analysis of a questionnaire that was conducted on the success and failure factors that affect the strategic change initiative in a management consulting company in the Kingdom of Saudi Arabia, in addition to evaluating the company's performance when implementing the strategic change initiative. The study concluded the following: 1- Effective communication with employees and developing the change message clearly are critical factors that contributed to the success of the initiative. These factors received the highest levels of approval, reflecting their significant positive impact. Clearly communicating the change vision to all employees helped enhance their understanding of the initiative's goals and commitment to them, while the early and effective participation of all members affected by the change was a key element in achieving success. The commitment and continuous support of senior management played a vital role in directing and implementing the change initiative successfully. 2- On the other hand, the results showed that there are several factors that hinder the achievement of the initiative's goals. The most prominent of these factors are resistance to change, the absence of clear standard principles, and the adoption of short-term initiatives without considering long-term goals. In addition, the employment of non-specialized employees and the lack of integration in project management and effective monitoring of operations were other obstacles to the success of the initiative. The company must address these issues and adopt strategies to overcome them to ensure the achievement of the desired goals. 3 - The results indicate that the strategic change initiative had a significant positive impact on the performance of the management consulting firm. Employee satisfaction improved significantly after implementing the initiative, reflecting the effectiveness of the new policies and procedures in creating a more positive and supportive work environment. The quality of services provided also improved significantly, which enhanced customer confidence in the company and raised their level of satisfaction with the services provided. In addition, productivity and performance efficiency improved thanks to the optimal use of resources and the adoption of more effective work practices. 4 - There is a strong positive effect with statistical significance at a significance level of (0.05) for the success factors of the strategic change initiative on enhancing the performance of the management consulting company in Jeddah. Based on the results of the study, the following recommendations were proposed: 1. Enhancing effective communication: The company should continue to develop communication channels between management and employees and provide clear guidance and instructions to ensure the achievement of common goals. 2. Clarifying the vision of change: The company should clearly communicate the message of change to all employees and service beneficiaries to enhance understanding and commitment. 3. Encouraging effective participation: Employees should be involved in the early stages of the change process and their effective participation should be enhanced to achieve success. 4. Providing the necessary training: The company should provide ongoing training programs to develop employee skills and ensure the achievement of strategic goals. 5. Balancing short-term and long-term initiatives: It is essential for the company to consider the balance between short-term and long-term goals to ensure sustainable success. 6. Enhancing leadership and guidance: Senior management should provide the necessary support and guidance to ensure that goals are achieved and to enhance employee commitment. Based on these findings, we can conclude that the strategic change initiative was successful in improving the performance

of the management consulting firm in Saudi Arabia. However, the company must continue to address the challenges and implement the recommendations mentioned to ensure sustainable success and future growth.

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