



The Role of Strategic Recovery in Achieving Organizational Longevity

An Analytical Study on a Sample of Leaders in the General Company for Automotive Industry in Alexandria-Babylon

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ABSTRACT

The current research aims to demonstrate the role of strategic recovery as an independent variable with its four dimensions (response speed, apology, compensation, empowerment) in organizational longevity as a dependent variable with its four dimensions (organizational learning, organizational identity, organizational creativity, Organizational fiscal conservatism) and then determine the correlation and influence between them. The purpose of determining the research objective was to design a questionnaire consisting of 27 paragraphs and distribute them to a random sample of leaders working in the General Company for Automotive Industry in Alexandria with 150 respondents. The data were analyzed using the SPSS program and many statistical tools were used, including the arithmetic mean, standard deviation, and regression coefficient. The most prominent results were the existence of a statistically significant correlation between the two variables and there is a strong effect of strategic recovery in creating organizational longevity. The researcher recommended the necessity of spreading awareness and knowledge of the dimensions of strategic recovery and teaching methods of developing intelligence and creativity among employees in order to contribute to enhancing continuity and survival and avoiding various crises.

INTRODUCTION

Companies face many challenges as they operate in environments characterized by dynamic and continuous change, which requires them to maintain their survival, growth, and continuity. To overcome these challenges, companies must utilize their current and future capabilities, potentials, and available resources, while simultaneously exploring new capabilities and implementing them in a manner that enhances the company's efficiency and effectiveness both in the short and long term. Organizational longevity is a vital goal for companies and managers, as organizational theories consider it the correct and desired outcome for companies. Organizational longevity is not just a random outcome or a distant goal. Many variables and concepts, such as strategic recovery, can achieve longevity for general companies and industrial companies. The crises faced by industrial institutions in Iraq post-2003, stemming from political instability, the withdrawal of governmental support, and the Covid-19 pandemic, compelled these institutions to intensify efforts in assessing both internal and external factors within their environment. They focused on refining their objectives to ensure survival and continuity amid these uncertain circumstances. The significance of awareness among senior management has escalated in recent times due to the rapidly changing dynamics of the surrounding environment, necessitating institutions to prioritise capacity development, particularly at the leadership level, which is essential for guiding the organization's future direction and achieving its goals. (Young, 2016) Therefore, strategic recovery plays a crucial role in this field, serving as a tool for resolving issues and transforming unfavorable circumstances within the industrial sector. It also tackles weaknesses in global competition, ensuring the company's survival, and accomplishing its strategic objectives, which primarily encompass profitability, growth, community service, and employee satisfaction. As a result, numerous industrial companies across various countries have embraced strategic recovery to address their challenges and achieve their strategic objectives. Therefore, based on the importance of strategic recovery and its role in achieving organizational sustainability, this research dealt with a vital topic and addressed the problem that the General Company for Automotive Manufacturing has been suffering from in terms of weakness in the industry for two decades and the inability to withstand competing companies.

Problem of the Research

Industrial organizations face complex issues in strategic recovery, crucial for customer loyalty and retaining market share. With global growth, challenges, and increased competition due to production upon order, quality of services is crucial. The research problem focuses on understanding strategic recovery and organizational longevity within the studied community and whether companies have a clear idea of enhancing organizational longevity through strategic recovery.

LITERATURE REVIEW

1- Strategic Recovery

Organizations face various substantial challenges in their operational environment, leading to weaknesses and stagnation in service delivery, especially in the aftermath of the economic crisis that began in 2008. Numerous organizations started to face challenging situations that, in certain cases, presented direct threats to their existence. This has sparked renewed interest in business transformation and recovery strategies as organizations seek to improve performance during recessions, thereby positioning themselves to benefit from economic recovery.(Schoenberg et al., 2013:2). Originally put forth by Etzel and Silverman (1981), the term "strategic recovery" describes the measures taken by service providers to make up for lost business when customers are dissatisfied with the service they received, whether it was due to customer error or a flaw in the provider's method of delivery. The philosophical and theoretical underpinnings of strategic recovery are less prevalent than its actual use in the real world (AbdulHassan,2020). Recovery must be a well-studied and planned process to return affected customers to a state of satisfaction with the organization after the service or product fails to meet expectations (Asamoah,2016). However, researchers and writers hold differing opinions regarding the definition of recovery strategies. According to (Guchait et al. 2019), the service provider employs this strategy to address service failures and transform dissatisfied customers into devoted ones. In the event of a service failure, strategic recovery entails restoring customer satisfaction and loyalty, improving processes based on lessons learnt, and rewarding employees for increased performance (Ponnahennedige, 2020). Strategic recovery, according to Nguyen et al. (2021), is a multi-step process that begins with service failure detection and continues through issue resolution, data collection, and solution proposal for service system evaluation and improvement. In light of the foregoing, the researcher has come to the conclusion that, in the event that a customer has a negative experience with a service that a company provides, regardless of whether the problem originated within the company, with the customers, or with an outside party, the company will employ a set of strategies referred to as strategic recovery. It is the most effective strategy for recouping losses, regaining trust, elevating dissatisfied customers to fully satisfied ones, and retaining them over the long haul (customer recovery). In addition to enabling workers to learn and grow in their roles, it helps businesses recover from process failures and enhance their operations.

In terms of the strategic recovery dimensions, they were implemented by the scale (Msosa, 2019), which comprises the following dimensions:

- i. Response Speed : It is the extent to which the service provider responds to the failure of the service provided, demonstrating empathy with the customer, understanding their emotions, responding promptly to the negative impact of the failure, and altering the customer's behavior toward the organization(Cummings & Yule,

2020) Consequently, the organization can prioritize the resolution of unforeseen issues and events, respond to them promptly, and address them through adaptation.

- ii. Apology: One mechanism employed for strategic recovery aims to restore relationships adversely affected by specific incidents or problems. The service provider may issue an apology as a form of symbolic recovery when service failures occur. This apology serves as an emotional recovery strategy and signifies psychological compensation.(Honora et. al, 2022: 3)
- iii. Compensation: Compensation is the primary sanctioned recovery component influencing the customer, including the rectification of faults that might diminish the volume of complaints, restore customers to their original state, transform unhappiness into contentment, and facilitate recovery.(Awa et al, 2021)
- iv. Empowerment: Empowerment is characterized as a participatory development process whereby individuals, organizations, and communities attain enhanced control and self-efficacy in accessing and managing resources, thereby fostering social justice and increasing awareness of the social and political landscape to tackle disability-related issues and influence decision-making.(Kamin et al,2022)

2- Organizational Longevity

Scopus data shows that the first articles on organizational longevity were published in the 1970s, while Web of Science records reach all the way back to the 1990s, suggesting that this area of study is currently experiencing a period of consolidation. It has not yet solved certain problems as it is a developing area of study. To provide just two examples, nobody seems to agree on what it takes to make a company last the longest or even why studying corporate longevity is so important.

Kuwee (2009) states that Since the pursuit of long-term survival may put short-term profits at risk, Napolitano et al. (2015) even wonders if businesses should exist at all. Amidst heightened competition and rapid market changes, organizations are shifting their attention from financial success and short-term profitability to survival challenges in order to achieve organizational longevity. (Kim & Huh, 2015: 389). On the one hand, the term "longevity" refers to something or someone that endures for a specific duration, and on the other hand, it can also refer to individuals who live exceptionally long lives. As for the long-term survival of organizations that have exceeded their expected lifespan, the average life expectancy of an organization varies greatly depending on several factors, including the type of organization, its size, and the characteristics of the industry (Ahn & Park, 2018: 2). Meeting customer and stakeholder needs and expectations allows the organization to sustain and continue its operations for the longest possible time.

Longevity in organizations has been extensively studied and recorded. A company's life cycle is brief, and according to De Geus (2002), many companies never reach their full potential. According to De Geus, a business typically lasts

for around 40 years, and the first ten years are the most dangerous for a company's longevity. Those who saw a decline in the longevity of organizations (Knaup, 2005; Zey & Swenson, 2001) corroborated De Geus's view. (Knaup and Piazza (2007) Findings were presented to 10, indicating that only 31% of organisations survived to their seventh year. It was concluded that the likelihood of organisational survival increases with age. Probst and Raisch (2005) posited that rapid growth contributes to organisational failure and outlined the resultant implications for the overall devaluation of the U.S. economy. Probst and Raisch identified the six largest bankruptcies in recent years, indicating that the failures of WorldCom, Enron, Conseco, Global Crossing, United Airlines, and Kmart led to losses exceeding USD 300 billion and affected 125,000 jobs. Zey and Swenson (2001) examined the relationship between firm size and acquisition risk. Upon acquisition, a company ceases to operate as an independent entity from its acquirer. The capacity of organisations to effectively adapt to environmental changes and align their internal structures accordingly diminishes their risk of acquisition. External forces, including social, political, and economic factors, significantly influence organisations and shape their responses to the environment. External forces are evident in alterations to the sources and concentration of funds, alongside modifications in corporate governance laws (Zey & Swenson, 2001). A notable theme that emerged as a significant phenomenon was creative destruction. According to (Weitzman, F. 2014), the dimensions of organizational longevity are:

- i. **Organizational learning:** Organisational learning is characterised as a process of learning that is enabled through social interactions at both the group and organisational levels. Organisational learning facilitates the adaptation of entire companies or their components to dynamic environments through the establishment and selective implementation of organisational routines. Argyris (1999) Organisational learning enhances the level of organisational knowledge, potentially leading to new developments within the business. Organisational learning creates critical conditions for strategic renewal that aligns continuity with change within the organisation. Renewal requires organisations to explore and adopt new methodologies while also utilising their existing knowledge (Crossan, Lane & White, 1999)
- ii. **Organizational identity :** According to Albert and Whetten (1985), organizational identity is characterized as a collection of assertions that members of an organization see as important, unique, and durable to their institution. The concept delineates three essential criteria: centrality, uniqueness, and persistence. Centrality denotes that the statement must encompass characteristics that are vital and fundamental to the company. Identity, as a declaration of core attributes, delineates what is significant and fundamental to the organization.
- iii. **Organizational innovation :** Innovation relates to the production, adoption, assimilation, and utilization of any value-added novelty within social and economic domains; the enhancement or expansion of

services, products, or markets; the introduction of alternative production techniques; and ultimately the establishment of emergent management systems. The definition asserts that innovation may simultaneously be both a process and a consequence. This concept of organizational innovation is extensive and addresses several facets related to innovation. Innovation may be regarded as an augmentation of the market, ideas, behaviors, and other elements that provide advantages for a firm.(Razavi,2013)

- iv. Organizational fiscal conservatism: Organizational fiscal conservatism refers to the practice of maintaining balanced budgets, minimizing government debt, and ensuring financial stability within organizations or governments. This concept has been a significant aspect of various administrations and institutions, influencing their policies and decision-making processes

Theoretical Framework and Hypothesis Development

A theoretical framework is often established via the comprehension and examination of the subject or phenomena under investigation. This theoretical framework provides a conceptual basis that underpins the ongoing study.



Hypothesis

H1: Strategic recovery has a significant positive influence on Organizational longevity.

H2: response speed has a significant positive influence on Organizational longevity.

H3: Apology has a significant positive influence on Organizational longevity.

H4: Compensation has a significant positive influence on Organizational longevity.

H5: Empowerment has a significant positive influence on Organizational longevity.

METHODOLOGY

This type of research uses quantitative research to connect two or more variables. It uses primary and secondary data sources. In this research, the exogenous variables are strategic recovery (X) and Meanwhile, and the endogenous variable is organizational longevity (Y), This research was conducted on the Executive Management of the General Company for

Automotive Industry in Alexandria from July to October 2024. Sugiyono, 2019, defines "population" as a comprehensive group consisting of individuals or objects selected by researchers due to their similar characteristics and features. In the context of this research, the population comprises 150 employees who are employed in the executive management of a general company in the automotive industry in Alexandria. The sample reflects the population in terms of both size and composition. Time, energy, money, and a large population constrain researchers from conducting research without first taking samples. The Slovin formula, with an error rate of 5%, determines the sample in this case, which consists of 150 respondents from a general company in the automotive industry in Alexandria. The computer runs SPSS software for this research. The researchers relied on relevant previous research with a similar number of variables and intervening variables to inform the choice of data analysis methods for this study.

RESEARCH RESULT

1- Validity and Reliability Test

The stability of the scale refers to its self-consistency and ability to yield consistent results when reapplied to the same sample. One of the most important scales used to measure stability is the Cronbach's alpha scale. If the test value is less than 0.60, then this is considered a weak indicator. If the percentage is greater, then it is considered a better scale.

Table (1) Cronbach'S alpha & validity test

Dimensions	Cronbach's Alpha	Validity
Response Speed	0.91	0.95
Apology	0.87	0.93
Compensation	0.89	0.94
Empowerment	0.90	0.95
Strategic Recovery	0.93	
Organizational Learning	0.86	0.93
Organizational Identity	0.89	0.94
Organizational Innovation	0.95	0.97
Organizational Fiscal Conservatism	0.91	0.95
Organizational Longevity	0.90	0.95

Table 1 shows that all Cronbach's alpha values at the overall and partial levels are within the statistically acceptable limits, which means that the research scale has high reliability and validity.

2- Descriptive Analysis

This section includes a presentation of the arithmetic averages of the questionnaire items, their standard deviation, relative importance, and response level for the research variables (strategic recovery - organizational longevity).

- i. Descriptive analysis of the strategic recovery .

Table (2) Descriptive Analysis of the Strategic Recovery

Dimension	Mean	SD	Coefficient of Variation	Arithmetic Mean Level
<i>Response Speed</i>	4.01	1.18	29.39	<i>High</i>
<i>Apology</i>	3.98	1.08	27.12	<i>High</i>
<i>Compensation</i>	3.85	1.20	31.25	<i>High</i>
<i>Empowerment</i>	3.69	1.16	31.25	<i>High</i>
<i>Overall Strategic Recovery Rate</i>	3.78	1.17	30.98	<i>High</i>

The strategic recovery variable achieved a general weighted arithmetic mean (3.78) with a standard deviation (1.17) and a coefficient of variation (30%), which leads the researcher to believe that strategic recovery is a priority for the company. The company favors the strategic recovery dimension due to its availability of all sizes, with the response speed dimension ranking highest in terms of arithmetic means and empowerment ranking lowest. This indicates that the organization is interested in studying changes in the competitive environment and responding to them.

- ii. Descriptive analysis of the organizational longevity variable

The variable consists of four dimensions as shown in the table below:

Table (3) Descriptive Analysis of the Organizational Longevity

Dimension	Mean	SD	Coefficient of Variation	Arithmetic Mean Level
Organizational Learning	3.70	1.20	32.43	<i>High</i>
Organizational Identity	3.62	1.13	30.62	<i>High</i>
Organizational Innovation	3.65	1.15	31.51	<i>High</i>
Organizational	3.68	1.17	30.42	<i>High</i>

Fiscal Conservatism				
<i>Overall Organizational Longevity Rate</i>	3.66	1.16	31.24	High

In general, the variable of organizational longevity achieved a general weighted arithmetic mean of (3.66), a standard deviation of (1.16), and a coefficient of variation of (31.24%). The above results indicate the strength of the availability of organizational longevity dimensions in the company under study. The table above also demonstrates the availability of all dimensions within the company, indicating a high level of response. However, we found that the dimension of organizational learning received the highest response, while the dimension of organizational creativity received the lowest. This suggests that the organization is committed to continuously learning, developing its products, and adapting to market changes.

3- Hypotheses Test

i. Correlation hypotheses

H1: There is a significant correlation between strategic recovery in its dimensions and organizational longevity in its dimensions.

Table 4 shows the simple correlation coefficient matrix that tests the first main hypothesis and displays that all correlations were positive and significant at the 1% level.

At the sub-level, the relationship between the speed of response and organizational learning was the most powerful, with organizational learning of 0.724 at the 1% level. Meanwhile, the relationship between empowerment and organizational identity was the least significant, with a moral value of 0.410. At a level (1%).

Overall, the strongest correlation between strategic recovery and organizational longevity was 0.521, indicating a significant relationship at the 1% level in the above results. Strategic recovery and organizational longevity.

Table (4) Correlations Hypothesis Test

Dimensions	Organization al Learning	Organization al Identity	Organization al Innovation	Organization al Fiscal Conservatism	Organizationa l Longevity
<i>Response Speed</i>	**0.724	**0.687	**0.533	**0.509	**0.614
<i>Apology</i>	**0.581	**0.695	**0.682	**0.506	**0.698
<i>Compensation</i>	**0.629	**0.625	**0.595	**0.461	**0.613
<i>Empowerment</i>	0.470	0.410	0.412	0.425	0.429
<i>Strategic Recovery</i>	0.609	0.611	0.555	0.495	0.521

ii. Impact Hypotheses

The researcher used multiple regression coefficients to measure the impact of the dimensions of strategic recovery on organizational longevity. We will measure the influence of the independent variables on the dependent variable by calculating the values (B) for the multiple regression coefficients. We measure the significance of this effect by calculating the value (t) for the regression coefficient and its significance level. We used the coefficient (F) to measure the complete significance of the regression model. We also used the coefficient of determination (R^2), which, through the SPSS statistical program, measures the explanatory power of the independent variables in the dependent variable.

Table (5) hypotheses test

Model		Unstandardized Coefficients		Standardized Coefficients	T	sig
		B	Std. Error	Beta		
1)Constant(1.162	0.203		5.737	0.00
	<i>Response Speed</i>	0.172	0.081	0.193	2.130	0.035
	<i>Apology</i>	0.252	0.089	0.287	2.842	0.005
	<i>Compensation</i>	0.051	0.089	0.065	5770.	0.565
	<i>Empowerment</i>	0.171	0.091	0.091		0.683
a. Dependent Variable :Strategic Recovery						
F=56.33						
R²=0.573						

Table (5) above shows that the model included the dimensions of strategic recovery and the results were as follows:

1. The speed of response affects organizational longevity by (0.172) if it changes by one unit, noting that this effect is significant at the (1%) level because the calculated (t) value reached (2.130), which is a significant value at the mentioned level.
2. The apology affects organizational longevity by (0.252) if it changes by one unit, noting that this effect is significant at the (1%) level because the calculated (t) value reached (2.842), which is a significant value at the mentioned level
3. Financial compensation affects organizational longevity by (0.051) if it changes by one unit. Noting that this effect is significant at the (1%) level because the calculated (t) value reached (5770), which is a significant value at the mentioned level.

4. The calculated value of (F) for the regression model was (56.33), which is a significant value at the level of (1%)
5. The value of the coefficient of determination (R²) was (0.573), which means that the second regression model explains (57.3%) of the changes that occur in organizational longevity , while the remaining percentage of (42.7%) is due to the contribution of other factors not included in the model.

From the above, the researcher concludes that the null hypothesis is rejected and the existence hypothesis is accepted, meaning (the dimensions of strategic recovery affect organizational longevity).

CONCLUSIONS

- 1- The applied results revealed that the concepts and frameworks of strategic recovery and organizational sustainability have not yet solidified, leading to measurement issues. This could potentially be due to a lack of understanding of this crucial aspect.
- 2- The emergence of positive acceptance of the research sample individuals towards the availability of the strategic recovery variable paragraphs, which means their awareness of the importance of this concept and its pattern, which contributes to achieving organizational sustainability in the General Company for Automotive Manufacturing in Alexandria.
- 3- The statistical results revealed the significant impact of the dimensions of strategic recovery (speed of response, apology, compensation, empowerment). This explains why the research sample company pays attention to this variable.
- 4- The dimensions of the strategic recovery of the research sample company were arranged in descending order (apology, speed of response, empowerment, compensation).
- 5- The dimensions of organizational sustainability (organizational learning, organizational identity, organizational creativity) were arranged in order.

RECOMMENDATIONS

- 1- Increase awareness and education to enhance the role and importance of strategic recovery in creating organizational longevity in the research sample company.
- 2- The senior management of the research company must be concerned with facing global competition by enhancing the role of organizational longevity.
- 3- The need to focus on strategic recovery strategies because of their role in building the organization's character by supporting the organization's managers with strategies in making decisions about continuity and survival.
- 4- The organization's adoption requires fixed and clear organizational structures that clarify administrative paths to clarify all responsibilities and powers that fall on the shoulders of administrations at all levels.

Highlighting the role of recovery as one of the health conditions that enhances the organization's personality in highlighting its identity in front of competitors and customers at the same time.

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