The Role of Strategic Sense in Reducing Organisational Decline: Case Study of the Najaf Cement Factory

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This study examines strategic sense and its role in reducing the occurrence of organisational decline for a sample of 102 workers in Najaf Cement Factory. The study is based on the basic assumption that strategic sense prevents organisational decline, and that this decline will occur in the absence of a healthy environment by the management of the laboratory using strategic sense. The scientific significance of the study stems from the fact that the results will help provide an understanding of organisational trends and behaviours by looking at the dimensions of strategic sense and linking them to the dimensions of organisational decline and reduction. A questionnaire was used as the main data-collection tool. A number of statistical methods were used to validate the study hypotheses, such as arithmetic mean, standard deviation, simple correlation coefficient and regression analysis. The results of the study supported most of its hypotheses. Achieving success in the work of the researched laboratory requires the dimensions of strategic sense to be discovered and reflected on with regard to the treatment of indicators of organisational decline, in order to ensure the provision of industrial services acceptable to the beneficiary.

Key words: *Strategic sense, organisational decline, Najaf Cement Factory*

Introduction

Organisational decline is one of the major problems facing firms, especially in the current era of a huge knowledge explosion due to accelerated technological development, which has resulted in increased competition between organisations to keep pace with this development

and achieve excellence and performance discrimination. Many organisations are reluctant to do what it takes to achieve excellent or acceptable performance, which makes them vulnerable to failure and uncompetitive, leading to liquidation and decline. Accordingly, organisations are in a race and need to change rapidly and sometimes radically, which leads them to research and adopt new methods of excellence while continuing to achieve growth in and control by their organisations. Strategic sense is very important in this process. Based on this, the following research questions were formulated:

RQ1: To what extent do respondents understand the importance of strategic sense and the necessity of its availability?

RQ2: What is the extent to which the sample is aware of the effects of the organisational decline?

RQ3: Do the dimensions of the strategic sense have an impact on the organisational decline of the company being researched?

The importance of this research stems is due to its links to developments in the concepts and areas of the organisation and all fields, and particularly the use of strategic sense in the development and activation of corporate functions in the Iraqi environment. The aim of the research was to:

- identify the conceptual development of both the strategic sense and the organisational decline as being of interest in the academic field of modernity, and as applied to the Iraqi environment
- identify the availability of the two variables in the research sample and to examine their impact on achieving the desired objectives, related to the adjustment of the organisation
- identify the impact of strategic sense in reducing the organisational decline of the research sample.

The research objectives include clarifying the concepts and implications related to the strategic sense and its dimensions with the purpose of highlighting the organisational decline of the research sample by analysing and demonstrating the objectives implemented. The research also wanted to assess the impact of controlling the organisational decline of the organisation in the research sample to verify the extent of using the strategic sense within the business and activities of the organisation. This article studies the nature of the interrelationship between the research variables in the sample and analyses this to reach practical conclusions and as a result make recommendations to serve the interests of the organisation being researched.

Literature Review
The concept of strategic sense

Strategic sense is possessed by the leader or organisations. The initial sense process is perceived as a cognitive process, which operates by interpreting information from the external environment and from internal learning to seek meaningful action that leads to change. This work also introduces the concept of meaning-making. Pandza and Thorpe (2009) define strategic sense as a cognitive process to reduce uncertainty in initial sense-making that stimulates meaningful and retrospective work, to enable managers to understand the appropriateness and usefulness of developing new knowledge for job opportunities.

Making sense also refers to the process by which managers understand, interpret and create meaning based on their knowledge of strategy development (Grazzini, 2013). Thomas, Clark and Gioia (1993) present the strategic sense-making process as comprising: surveying, interpretation and procedure, and the way these three activities relate to organisational performance. Bateson (1979) argues that strategic sense is close to a strategic approach, which is the ability to propose novel ideas. This leads to the concept of evolution, which differs from synthesis. We mean the development of an organism associated with a prior state that already exists. The essence of creation is predictable repetition. The essence of learning and development is exploration and change. Therefore, strategic development constitutes exploration and change (Meroni, 2008).

Most of the work in the field of sense-making and giving sense takes little account of how managers use their tacit knowledge to understand change, partly because it generally targets senior management. When formulating a strategy, senior managers are consciously building plans to anticipate the future and build the so-called strategic change of exploratory awareness of customers. The way senior managers engage middle management in strategic change varies (Rouleau, 2005). Given their hierarchical position, middle managers do not share the same level of awareness of corporate strategy as senior managers. They often have to 'put out fires' while implementing change, and many of their actions call for their practical awareness.
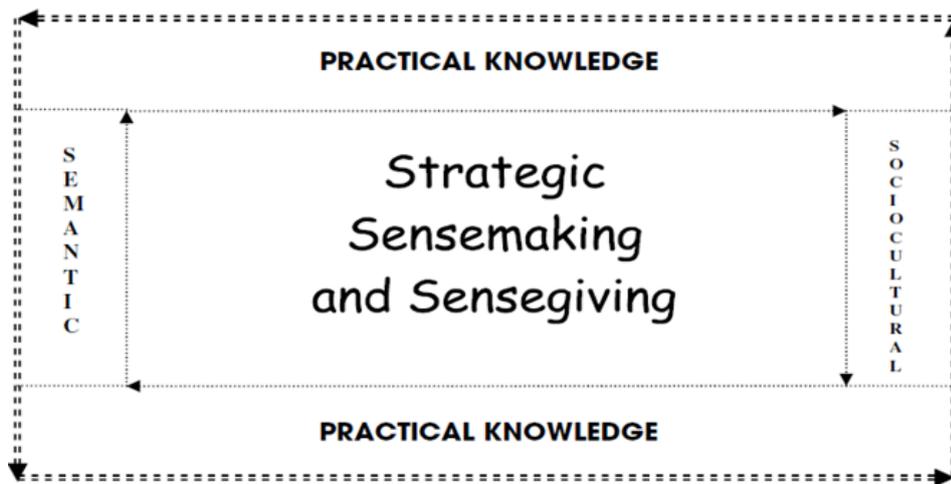
Figure 1. Making strategic sense and giving sense

The Importance of Strategic Sense

In general, when economic failure occurs, it raises the risk of the disruption of the state as a whole, due to a failure to provide basic public goods to the population. In such an environment, organisations are likely to face sharply escalating problems that can extend to organisational degradation:

1   The strategic sense is of comprehensive strategic importance for all businesses, in that it is a central alarm system for businesses and all markets.

2   It is important to provide clear industrial methods for creative thinking in production. The availability of even a little strategic sense encourages the formation of technological solutions for the automation and transmission of information, and provides a balanced strategy that uses technology to create intelligence and encourage demonstrations of logical reasoning and the effective use of symbolic languages and team-based communication skills to solve problems (Safa, 2018).

3   When there is a sense of strategic importance, institutions can avoid being exposed to danger and deadly threats – one means to do this is the formation of defensible parts, such as strategic logical alliances.

4   The presence of strategic sense provides flexibility within the workplace by giving organisations the tools necessary allow their teams to work anywhere. By setting reasonable parameters around the remote format, team members have the leverage they need to do their jobs, anywhere and at any time. A strategic sense creates a virtual team, uses tools to participate, meets when needed, and achieves more every day by eliminating unnecessary meetings.

5   Employees are empowered on the front line through being given access to the right cognitive tools, which allow them to play a greater role in helping others throughout the company.

Dimensions of Strategic Sense

Researchers have developed a number of models to describe the ways in which managers and organisations handle potential critical information. This requires three main processes: surveying, interpretation and response to work. The interrelationship is between the search for information, the meaning of attribution and movement. It is assumed that each element in this process has a relationship to performance (Rouleau, 2005). Decision-making is the process of acquiring and processing data and forming or changing some existing knowledge structures. The role of cognitive decision-making is to reduce the complexity of the environment by creating simplified knowledge structures for implementation plans. It is the explicit and implicit mentality of surveying, framing, interpreting and constructing a perception of the current situation (Almagtome, 2015). Pandza and Thorpe (2009) define strategic sense-making as a cognitive process designed to reduce uncertainty in initial sense-making that stimulates meaningful action and retroactive sense-making, enabling managers to understand the usefulness of developing new knowledge and its relevance to job opportunities. Making sense also refers to the process by which managers understand, interpret and create meaning based on their knowledge of strategy development (Grazzini, 2013). Thomas and colleagues (1993) present the strategic sense-making process as comprising: surveying, interpretation and procedure, and how these three activities relate to organisational performance. A brief explanation of each of these activities is provided below.

Strategic Sense-making Process

Survey

The survey includes access to information for the purpose of finding, identifying or sensing strategic issues (Henderson et al., 1993). Senior decision-makers usually have access to much more information than they can process, so it is necessary to select the information used to develop and interpret strategic issues. However, from a strategic perspective, the survey also includes research into the internal environment of the organisation to identify important elements that may affect performance in the organisation (Meroni, 2008).

Interpretation

Interpretation involves the development or application of methods to understand the meaning of information and entails the synthesis of information in a structure to understand and work under that understanding (Henderson et al., 1993). At a different level of concepts, organisations may be considered interpretation systems in this sense. Different regions and levels of the organisation may be involved in surveys related to the sense feature, but it is senior managers who have a major influence on the strategic issues that are addressed and how they are categorised.

Effective action

Effective regulatory action often depends on responding to strategic issues and on the ability to implement decisions based on survey strategies and subsequent interpretations of strategic

information. Some researchers suggest that explanation may be key to organisational adaptation models, while others have tried to link changes in strategic action to changes senior managers' reading of the environment. Adaptive actions can range from small-scale models that involve some change, such as changes in actions, to large models, such as service and product changes, and reviews in the overall strategy. The initial sense process is perceived as a cognitive process by interpreting information from the external environment and from internal learning, where it incites meaningful action that leads to change (Pandza & Thorpe, 2009). At the organisation level, the sense-making process produces a common belief system that makes coordinated action possible by providing a common framework for observing and interpreting new incentives and coordinating appropriate actions.

Organisational Decline
The concept of organisational decline

Maheshwari (2002) notes that researchers have examined the organisational breakdown of economic, psychological and social perspectives (Anderson & Galavan, 2016; Dark, 2007; Ghazzawi, 2018; Hinck, 2018; Marchionini, 2019; Weitzel & Jonsson, 1989; Whetten, 1979). The common thread in all these actions was to inquire about the administrative decision-making process and the options for actions for managers leading the organisational decline and the subsequent transformation of institutions. In contrast, Guha (2016) notes that organisational decline has been studied extensively since the late 1970s by strategic management scientists and organisational theorists.

Organisational decline begins as a predominantly imperceptible shift to organisational death. It starts several years before the already visible signs of failure appear – even when the initial signs of the decline surface are often ignored or hidden by managers, or at best they fail to respond to it effectively (Serra et al., 2017). Trahms, Ndofor and Sirmon (2013) define organisational decline as 'a concept in which there is a significant and absolute decline in the enterprise resource base over a specified period of time'. Senior management must develop two skills to prevent organisational decline. The first is the ability to understand the nature of the external environment; the second is the ability to formulate effective action plans to navigate the environment. To enhance these skills, the current competitive landscape is beginning to be clarified with a focus on globalisation, rapid technological change and excessive competition. Four management mindsets can help senior managers to strategically tailor their companies to these three competitive forces, thus bypassing the path of organisational decline (Tovstiga, 2015). The intervention of the four mindsets is the path between the three competitive forces and organisational decline. As Figure 2 illustrates, senior managers who lack a clear understanding of the threats and opportunities inherent in globalisation, rapid technological change and excessive competition may fail to prevent the gradual decline of their companies. On the other hand, we believe that senior managers who understand these threats and

opportunities, and who apply the recommended mindsets, will be better prepared to design and implement strategies that not only address the decline of the organisation but put the company on the path to prosperity.
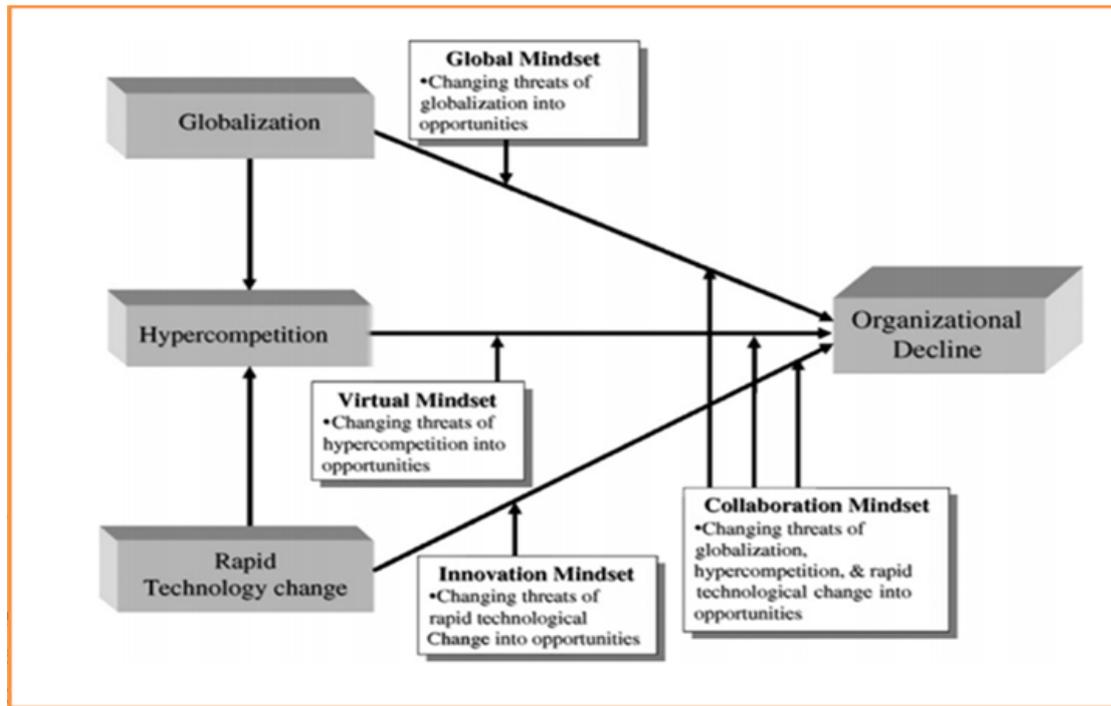

Figure 2. Competitive forces and organisational decline

Causes of Organisational Decline

Whetten (1979) points to the sources of crises, which lead to improper deposition of organisational decline; in turn, this could arise from within the organisation or more often from the environment. Some authors focus on the sources of crises as if they were an objective phenomenon, while others maintain that the real source of the crisis is the misconceptions of organisational members. A useful classification should therefore be appropriate for both directions. The classification proposed in Figure 4 meets this requirement because it examines both internal and external causes. However, some modifications are needed to expand it beyond the public sector for which it was designed. The four categories are organisational atrophy, political vulnerability, problem depletion and environmental entropy.

	Internal	External
Political	Political Vulnerability	Problem Depletion
Economic/ Technical	Organizational Atrophy	Environmental Entropy

Figure 3. Matrix of causes of organisational deterioration

Methodology

Carmeli and Schaubroeck (2006) argue that institutional stagnation and poor adaptation can sometimes cause top management groups to fail to act as coherent units for the purposes of information processing and decision-making. This suggests that the organisation is behaviourally integrated and has more effective strategic decision-making processes, and this produces high-quality decisions that accurately reflect changing circumstances. Differences in the effectiveness of the group's process, especially in its levels of behavioural integration, become particularly important to the group's performance when it faces the rapid and unexpected changes that characterise organisational decline.

In the view of Serra and colleagues (2017), organisational decline is linked to the deterioration of the resource base and the organisation's performance for a sustained period of time. Although some studies have been conducted, they are still a deficient phenomenon, despite their importance. The study of organisational decline faces challenges to improve and increase research. The results show that studies of organisational decline can be put into three different categories: the same organisational decline; studies on transformation; and mortality. The specific challenges to be overcome are linked to a better definition, cognitive and other issues related to decision-making and specific methodological problems. Jones (2007) points out two types of challenges facing organisations. Internal challenges at the organisation level refer to the internal characteristics and interactions of the organisation, and include social, administrative and entrepreneurial functions, while external challenges at the inter-organisational level focus on the organisation's interaction with its external environment. There is no self-sustaining organisation, and the survival of any organisation depends on the type of relationship it has with the larger systems that operate within it and its failure to manage external and internal interactions, leading to regulatory decline.

The Dimensions of Organisational Decline

Kücher and Feldbauer-Durstmüller (2019) explain that according to the input/output model of Arditi (2009), organisational decline has three main dimensions: environmental, strategic and organisational.

Environmental factors

The diversity, complexity and complexity of the classification of the environment, where the environment is classified into an internal environment and an external environment (public and private), shows that the organisation exists in more than one environment. Ignoring this fact leads to ambiguity and contradiction in the nature of the relationship between the organisation and the ecosystem The most relevant factors and objectives of the organisation, as well as its immediate impact on the nature of management control design, such as customers, competitors, intermediaries, suppliers and the public, can change the activities of the organisation and threaten its very existence.

Strategic factors

Major and radical changes occur in the causes and factors of strategic failure in an organisation, due to the fundamental shifts taking place in the contemporary environment, the most important of which is the decline of the unity of organisations through global competition. Also significant are the constant search for factors that are difficult for competitors to implement, and the revolution occurring in the field of information and technological development. Mergers between organisations and the emergence of giant organisations, accompanied by the emergence of problems of adaptation and different cultures, have become a real problem that threatens the survival of organisations. Due to these changes, it has become imperative for organisations to adopt a management philosophy Successful organisations are constantly searching for these factors so they can face obstacles and deal with them.

Organisational Factors

Organisations represent a highly influential regulatory framework regarding the activities of individuals. Individuals do not work in a vacuum and cannot operate outside their environment and organisational context, especially if this environment is characterised by rigidity, constraints and frequent routines and rules that define everything. The formal organisation is based on scientific and practical bases, enabling it to invest the resources available to achieve its goals efficiently. There are many regulatory factors that cause failure and decline in business organisations, including human capital and organisational structure.

Materials and Methods

This research was carried out using a the sample of Kufa Cement Factory staff.

$$n = \frac{X^2 NP(1-p)}{d^2(N-1) + X^2 P(1-p)}$$

Where n = the required sample size, N = size of the research population, P = proportion of the community.

Kergcie and Morgan (1970) suggest that it is equal to 0.5, d = the ratio of the error that can be exceeded and the maximum value is 0.05, X2 = the value of the square Chi Square degree of freedom 1 = 3.841 at a confidence level (0.95). Using this equation, the sample size is equal to (102).

Based on Thomas et al. (1993), the authors adopted a measure of strategic sense on three main dimensions, based on the five-degree Likert gradient (Arditi, 2009; Kücher & Feldbauer-Durstmüller, 2019). To measure the organisational breakdown, which consisted of three main dimensions according to the quintile (Likert) gradient (I agree at all – I do not agree at all), the questionnaire was used as a main tool for data collection.

Research Theoretical Framework

Based on a set of theories that tried to explain the phenomenon of organisational decline and the study of Pandza and Thorpe (2009; see also Thomas et al., 1993), a hypothetical model was developed in which the independent variable shows the strategic sense of its dimensions (survey, interpretation). The procedure and the dependent variable of the organisational breakdown are shown in Figure 3.
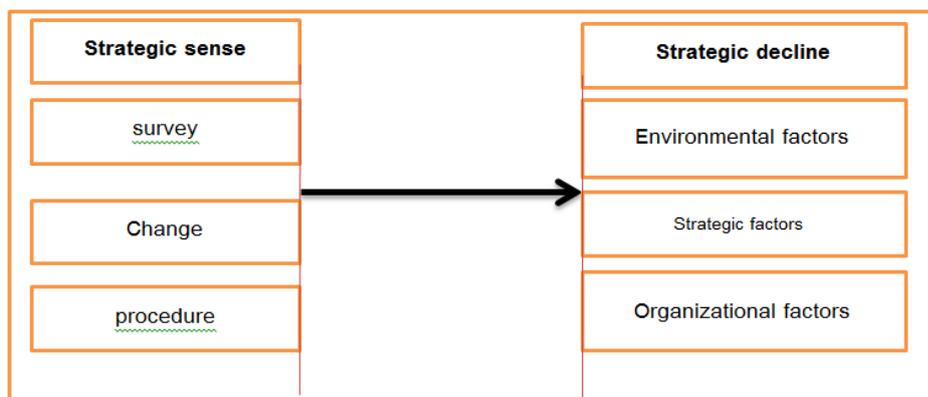

Figure 3. Matrix of causes of organisational deterioration

Research Hypothesis

To answer the research problem, a set of main and sub-hypotheses were formulated.

The first main hypothesis was:

There is a statistically significant correlation between strategic sense and organisational decline.

The following sub-hypotheses emerged:

- There is a statistically significant correlation between survey and organisational decline.
- There is a statistically significant correlation between interpretation and organisational breakdown.
- There is a statistically significant correlation between effective action and organisational breakdown.

The second main hypothesis was:

There is a significant statistically significant effect of the strategic sense in the organisational decline.

The following sub-hypotheses emerged:

- There is a statistically significant effect of the survey on organisational decline.
- There is a statistically significant effect of interpretation in the organisational breakdown.
- There is a statistically significant effect of the effective action in the organisational decline.

Results

The aim of this research was to discover the level of dimensions of the research through the use of arithmetic mean, standard deviation and the percentage of research areas, to present and describe the primary statistical indicators in order to clarify the variables and items adopted in the construction of the model.

Description and Diagnosis of the Strategic Sense Variable

The first major variable is the independent variable strategic sense, which has three sub-variables: description and diagnosis of items (survey); description and diagnosis of items (interpretation); and description and diagnosis of items (effective action).

Description and Diagnosis of Items (Survey)

The survey included three questions, and the arithmetic circles were different for the items. Item (3) came in the foreground with the highest value, with a mean of 3.73 and a standard deviation of 0.847 and 78.6 per cent. In the internal environment to determine the important elements of future performance to explain the strategic issues and their work), item (2) had the lowest level of response, 68.4 per cent. This indicates that the management of the laboratory is looking at the external environment to identify events or important issues. It recorded the lowest mean (3.42) and a standard deviation of (0.927).

Table 1: General description of items of the survey variable

Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard dev.	Materiality
Factory management								
Interested in the process of surveying information, for the purpose of accessing more information that serves in its work.	30	38	21	11	2	3.814	1.041	76.27
Looking at the external environment to identify important events or issues that may affect them.	10	42	33	15	2	3.422	0.927	68.43
Looking at the internal environment to identify important elements of future performance to explain strategic issues and their work.	23	57	16	4	2	3.931	0.847	78.63
Survey						3.731	0.958	74.59

Description and Diagnosis of Items (Interpretation)

The arithmetic means of the explanation variable in general reached 3.99, which is higher than the hypothetical mean. The arithmetic and iterative circles have varied among them. Arithmetic reached 4.37, which is higher than the hypothetical mean of the study (3) with a standard deviation of 0.716 and an agreement rate of 87.45 per cent. This understanding, while item (6) is weak, shows that the management of the laboratory has an impact. The head of the government is aware of the strategic issues that are being dealt with and how they are classified (with a low reading of 74.5 per cent).

Table 2: General description of items of explanation variable

Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard dev.	Materiality
Factory management								
Develops ways to understand the meaning of information for the purpose of synthesis in the structure to understand and work under this understanding.	52	36	14	0	0	4.373	0.716	87.45
Sees interpretation as a process at the individual level where people come and classify meaningful marks into information, at a different level of concepts.	31	42	18	8	3	3.882	1.027	77.65
Has a major impact on the strategic issues that are addressed and how they are classified.	20	45	27	9	1	3.725	0.914	74.51
Interpretation						3.993	0.916	82.59

Description and Diagnosis of Items (Effective Action)

The variable of the effective procedure was recorded with a weighted average of 4.08 and a ratio of agreement reached of 81.76 per cent. This dimension came with three questions. Item (7) obtained the highest frequency of the agreement level, which indicates that the laboratory management adopts the effective regulatory procedure and responds. The strategic issues item got the highest arithmetic mean in this dimension (4.60), and a standard deviation of 0.647, and a proportion of agreement of 92.16 per cent. There is a clear defect in the development of capacity, as represented by item (9). This percentage is low, with an agreement rate of 75.1 per cent. This item states that the management of the laboratory is trying to adapt to changes in work, based on readings by senior managers of the environment

Table 3: General description of items of the effective action variable

Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard dev.	Materiality
Factory management								
It adopts effective regulatory action and responds to strategic issues.	71	22	9	0	0	4.608	0.647	92.16
It has the ability to implement decisions based on survey strategies and subsequent interpretations of strategic information.	33	43	14	6	6	3.892	1.107	77.84
It tries to adapt to changes in strategic action based on readings by senior managers of the environment.	35	30	20	11	6	3.755	1.206	75.10
Effective action						4.085	1.039	81.76

Description and Diagnosis of Organisational Breakdown Items

The second major variable is the adopted variable organisational breakdown. This variable contains three sub-variables: description and diagnosis of clauses (environmental factors); description and diagnosis of items (strategic factors); and description and diagnosis of paragraphs (regulatory factors).

Description and Diagnosis of Clauses (Environmental Factors)

The general reading of the environmental factors variable was as follows: The mean was 3.71, which is higher than the hypothetical mean of the study according to the Likert scale. The item has three items, shown in Table 4. It was found that the item that got the most answers about the level of agreement was item (2) This item got the highest frequency, with a weighted average of 3.97 and standard deviation of 1.11; these results indicate that laboratory management lacks good existing relationships with suppliers, customers and other stakeholders. This was reported at a high level with a response rate of 79.41 per cent, while there was a weakness in the management of the laboratory due to an awareness that a recession or failure to respond properly to changes in industry or environment could lead to its organisational decline. This is represented by item (3), which recorded a response rate of 71.1 per cent and a weighted average of 3.55.

Table 4: General description of items of environmental factors variable

Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard dev.	Materiality
Factory management								
Recognises that the omission of dealing with the environment leads to ambiguity and contradiction in the nature of their relationship with the ecosystem.	28	34	30	7	3	3.755	1.029	75.10
Lacks good existing relationships with suppliers, customers and other stakeholders.	44	25	22	8	3	3.971	1.112	79.41
Aware that a recession or failure to respond properly to changes in industry or environment can lead to its organisational decline.	27	34	19	13	9	3.559	1.255	71.18
Environmental factors						3.716	1.176	74.31

Description and Diagnosis of Items (Strategic Factors)

The results indicated that the strategic factors variable had a weighted average of 4.11 and the ratio of agreement reached 82.2 per cent. Item (6) obtained the highest frequency of the level of agreement, which indicates that the management of the laboratory finds itself not keeping pace with the rapid technological innovations that have occurred Recently, compared with competitors, this means its failure to integrate these changes and adapt to them will result in a near-decline (this item got the highest arithmetic mean in this sub-variable, 4.70, which is higher than the hypothesis of the study of (3) within the five-point scale adopted, with a standard deviation of 0.590 and the percentage of agreement. It is noticeable from the table that the arithmetic circles vary for this variable and move away with limited rates from the hypothetical mean. This item recognises that the merger between organisations and the emergence of giant organisations, accompanied by issues of adaptation and different cultures, generates a real problem, which threatens its survival.

Table 5: A general description of the items of the strategic factors' variable

Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard dev.	Materiality
Factory management								
Always looking for factors that are difficult to imitate by competitors in the field of information and technological developments.	36	38	17	9	2	3.951	1.028	79.02
Recognising that mergers between organisations and the emergence of giant organisations, has accompanied the emergence of such problematic adaptation and different cultures, which generates a real problem threatening its survival.	28	32	25	16	1	3.686	1.072	73.73
It finds itself out of step with the rapid technological innovations that have recently taken place compared to competitors, which means its failure to integrate these changes and adapt to them, which will find itself in a near decline.	78	19	4	1	0	4.706	0.59	94.12
Strategic factors						4.114	1.034	79.09

Description and Diagnosis of Paragraphs (Regulatory Factors)

Following the regulatory factors with three questions, the reading in general recorded an agreement on the axis of 75.03 per cent with a weighted average of 3.57 and a standard deviation of 1.19. The hypothetical mean of the study (3) within the adopted five-scale scale, and a standard deviation of 0.883 indicate that the management of the laboratory, characterised by regulatory rigidity and constraints and the large routines and rules that determine everything had a high rate of agreement and response among respondents (85.69 per cent). Paragraph (10) recorded the lowest percentage of agreement among respondents (60 per cent). It has a number of organisational factors that in one way or another affect the failure and decline, including the human capital, organisational structure and the arithmetic mean of 3.00 with a standard deviation of 1.41.

Table 6: General description of the items of the regulatory factors' variable

Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Mean	Standard d. ev.	Materiality
Factory management								
Its regulatory environment is characterised by rigidity, limitations, abundance of routines and rules that define everything.	40	37	19	6	0	4.088	0.902	81.76
It has a formal organisation based on scientific and practical bases, enabling it to invest the resources available to achieve the goals with high efficiency.	28	32	24	14	4	3.647	1.14	72.94
It has many organisational factors that affect in one way or another the failure and decline thereof (human capital, organisational structure).	48	35	14	3	2	3	1.417	60.00
Organisational factors						3.578	1.193	75.03

The Relationship Between Strategic Sense and Organisational Decline

Table 7 shows the results of the correlation between strategic sense and organisational decline, which indicate that the correlation is positive (0.636). By following the T value, we find that the calculated value is greater. This refers to the significance of the correlation relationship, and is supported by the value of P that appeared significant.

Table 7: Correlation results

Variables	Organisational decline		
Strategic sense	Correlation coefficient	T	**Sig.**
	0.636**	8.240	0.000
Tabulated t value at 0.05			1.66
Tabulated t value at 0.01			2.36

Based on the tests of the hypotheses, we conclude that the first major hypothesis and its sub-hypotheses have partially been achieved.

Analysis of Influential Relationships Between Research Variables

Table 8 shows the impact of the strategic sense dimensions on organisational collapse.

Table 8: The impact of strategic sense dimensions on organisational collapse

Survey	F value (to test the model)	0.033
	Significant F (P value)	0.107
	The value of the regression constant	0.744
	Selection coefficient R^2	0.025
	F value (to test the model)	0.001
Interpretation	Beta Labs	0.472
	F value (to test the model)	28.62
	Significant F (P value)	0.000
	The value of the regression constant	0.425
	Selection coefficient R^2	0.223
Effective action	F value (to test the model)	0.449
	Significant F (P value)	33.168
	The value of the regression constant	0.000
	Selection coefficient R^2	0.466
	F value (to test the model)	0.249

Table 9 indicates that the second main hypothesis has been proven in the sense that the strategic sense affects the organisational collapse, where the calculated value F is equal to is greater than the table F value when compared. Therefore, we reject the null hypothesis and accept the alternative hypothesis. The regression model of the strategic sense in the organisational collapse was significant at the level of significance and the coefficient of determining R^2 for this relationship (0.404), which shows that the strategic sense shows 40.4 of the dependent variable, which is the organisational collapse.

The linear model of the decline of strategic sense in the organisational collapse as follows:

Y = 0.859 + 0.636 X
where:
Y = organisational collapse.
X = strategic sense.

In the case of multiple regression, which aims to test the effect of dimensions combined, a partial effect of the dimensions was found, where effective action showed a significant effect, while the other dimensions did not show a significant effect. The value of the coefficient of determination was 0.498, which means that the combined dimensions account for 49.8 per cent of the variance in the adopted variable.

Table 9: The impact of the dimensions of strategic sense combined in the organisational collapse

					Sig
Dimensions combined		F value (to test the model)	19.097		
		The value of the regression constant	0.571		
		R2	0.498		
	Survey	Beta 1	0.032	P1	0.664
	Interpretation	Beta 2	0.126	P2	0.161
	Effective action	Beta 3	0.255	P3	0.003

Conclusion

The adoption of the dimensions of the strategic sense leads to the decline of the organisational environment in the external environment by predicting the circumstances surrounding the organisation, with the results showing that the path factor (direct impact) was 19.097 and the determination factor R^2 (interpretation) was 0.0498. This shows the significance of the effect.

The use of strategic sense enables organisations to seize the external opportunities of the organisation, which enhances their performance in a way that is reflected by the members of the study sample, as explained in the results reached through the analysis of the first hypothesis, which provides a significant impact relationship between strategic sense and organisational decline. Achieving success in the work of the researched laboratory requires that the dimensions of the strategic sense be discovered and its impact on addressing the indicators of organisational decline assessed, in order to ensure the provision of industrial services acceptable to the beneficiary.

The organisational decline occurs when a company's performance deteriorates or there is a shortage of resources. The causes of regulatory decline may arise from external factors, such as intense competition or sudden environmental shocks, as well as internal factors, such as inertia and inefficient management of resources. The organisational decline and downsizing are concepts that are often discussed or referred to interchangeably. This is because both terms refer primarily to corporate recessions. However, these are theoretically distinct concepts. Decline is an environmental or regulatory phenomenon that occurs involuntarily and erodes the organisation's resource base. Downsizing is a deliberate and proactive management strategy

and often attracts feedback aimed at generating appropriate appropriateness and adequate responses to external disturbance and uncertainty.

The real reasons behind the decline are the capabilities of individuals and the demands of the task, the allocation of responsibilities, the measures taken to ensure skills positions, the transfer of new knowledge and staff experience, the work processes within the organisation, the lack of supervision, decision-making, insufficient learning, beliefs and motivations for work.

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