

# The Role of The Strategic Map in Avoiding Strategic Drift: An Analytical Study in Province of Najaf

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**Abstract-** The purpose of this study is to search for the effect of the strategic map in avoiding the strategic drift of the Najaf Governorate Court. The current study aimed at achieving a basic goal, which is to determine the link between the strategic map and the strategic drift of the Najaf Governorate Board of Supervision, the study community, and the reflection of that link on achieving high-quality social services. The study seeks to clarify the concepts and contents related to the strategic map and its dimensions for the purpose of highlighting the strategic drift of the Najaf governorate, the sample of the study through an analysis and statement of the goals implemented by this province. A structured questionnaire was used to collect data by decision makers in the Najaf Governorate Court. And study the nature of the interrelated relationship between the study variables in the researched governorate and analyze them and benefit from the results of this relationship, for the purpose of relying on them and coming up with practical conclusions and raising recommendations that serve the governorate of the study community. The results of the study expect that strategic drift can be avoided and addressed by the availability of the strategic map. A positive acceptance has emerged for the study sample individuals in the researched bureau towards the availability of the paragraphs of the variables of the strategic map, and this means their awareness of the importance of this concept and its style, which contributes to avoiding strategic drift in the Office of the Najaf province, capable of dissolving the problems and obstacles facing individuals working in that bureau. This study strengthens the literature of strategic management, which contributes to research on how and why the strategic map affects strategic drift.

**Keywords – The Strategic Map, The Strategic Drift, The Najaf Governorate Court**

## I. INTRODUCTION

Several researchers provided an explanation about strategic drift supported by examples of the practices of organizations that were pioneering in certain industries and commercial areas, and some of them were even internationally known, but they failed to maintain their competitive advantage due to the strategic drift that was attached to them. Among the most common activities in the work of these organizations is the expansion of their operations, the lack of innovation processes, the acceptance of the status quo, and the lack of adoption of what is new, for example technology [1-2]. Strategic drift is a severe dilemma that any organization will fall into if it adheres to strategies and methods without a reassessment to keep pace with current trends in a competitive environment [3]. The main problem is that the practices followed by the Office of the Najaf Governorate, at the present time, have become useless and obsolete because they are not consistent with the needs of customers and the needs of human resources, technology and the work environment that includes political, social and economic factors and the competitors changing the rules of the game and this affects the activities of the Bureau. When that happens, strategies and practices become flaccid and outdated if there are no real endeavors to address them. An organized strategic map helps, to be able to achieve the following [4]:

- Analyze strategic opportunities.
- Determine which opportunities to focus on.
- Strategy management.

The importance of research through expansion is to study the adoption of the strategic map and not to miss opportunities to maintain the benefit of it in facing the challenges surrounding it, which qualifies it to reach the

achievement of its social goals. The mapping of the process represents a major expansion of the Balanced Scorecard entry, and is designed to demonstrate the relationship between the scorecard and the organization's strategy. Figure 1 illustrates the hierarchical model presented by Kaplan & Norton, and the model assumes that some metrics contribute to each other and combine together with a common value (maximizing the sustainable value of owners). Kaplan & Norton, (2004) [5] emphasizes that the strategic map is of great importance, and this importance is shown by the following:

- It helps the organization to reveal targets of a general nature understood by all the organization will also assist in identifying and drawing goals and setting appropriate measures for them.
- Used as a tool to effectively link the vectors and drivers of the strategy.
- Enables the organization to generate value and maximize the sustainable value of owners, in various ways, including focusing on the intangible elements of the organization represented by (human capital, information capital, and organizational capital), or focusing on the customer through (customer choice, customer acquisition, Retaining customers, and increasing the number of customers), and the sequential relationship across the four perspectives is illustrated in figures.

In light of this, the study problem was determined by raising the following questions:

- 1) What is the perception of the study sample in the society searching for the concepts of the strategic map and strategic drift?
- 2) Does the office of Najaf Governorate, the researched person, have a clear idea of avoiding strategic drift through the strategic map?
- 3) What are the dimensions of the strategic map that helps the researched province distinguish in the decision and implementation of the right things and the right methods?
- 4) What are the mechanisms to avoid strategic drift in the researched governorate?

## II. LITERATURE REVIEW

### 2.1 Strategy Map

In 1992, Kaplan & Norton presented their first thought in BSC as a tool to measure organizational performance. They pointed out the financial metrics as not the only performance metrics available to determine the organization's level of efficiency. In order to ensure the sustainability of the good performance of the organization, it is assumed that other perspectives such as (the customer, internal processes, learning and growth) should be identified and measured. Their first book (1996) included adding a new system for performance management strategically, and the system consists of three aspects (planning, implementation, and control) [6]. Kaplan & Norton [7] returned in (2000), to submit an article in (HBR) entitled: (Are you facing problems with your strategy? Then map it Having Trouble with Your Strategy? Then Map It.) HBR, Sept-Oct, (2000). Commonwealth University immediately mapped its strategy, and Gene Melander & Bill Curley took a serious part in discussing the concept of the map, and they also invited everyone with an interest in this tool (Center for Quality and Planning, 2001). In other words (Kaplan & Norton) presented in their second book, the basic concept (of strategic maps). This concept (Strategy Maps) came after clarifying that the managers who use the balanced scorecard intuitively withdrew the concept of cause and effect relationship between the strategic goals. The strategic map is defined as (communication means used to indicate the amount of value to be added to the organization, and shows the logical communication step-by-step between strategic goals and the form of the cause-and-effect chain) [7]. In another definition, the strategic map was referred to as (a method used by many organizations such as (Penn State) to plan well by linking planning and activities, responsibilities, and administrative systems of operational units) [8-9-10]. Wibowo, (2006) [6] sees (the strategic map helps the organization to organize the relationship of the strategic direction of the organization with the implementation of the strategy), in other words, it helps executives better manage the strategy, and it visually shows the place of managers, so that everyone can see them now and how they contribute In the performance of the organization. It is clear from the foregoing:

- The strategic map was established in light of converting the card from a performance measurement tool into a strategic management system as a means of good planning.
- Organizes the relationship between the strategic direction of the organization and the implementation of the strategy through logical communication steps between the strategic goals, focusing on cause-and-effect relationships.

- It helps explain how much value will be added to the organization.

## 2.2. Building a strategic map

Building a strategic map for balanced scorecard perspectives helps in determining how strategic goals interact with each other to obtain the best results, and before starting to develop visualizations for building a strategic map, note the basic principles of the following map [11]:

- 1) The strategy strikes a balance between opposing (opposing) forces within its field of action.
- 2) The strategy adopts differentiation of the customer's default value.
- 3) Value is created through internal business processes.
- 4) The strategy includes simultaneous propositions and complement each other.
- 5) Strategic harmony determines the value of intangible assets.

In light of the aforementioned, the mechanism of mapping is clear through the following: (The balanced scorecard is based on a set of outcome measures and the reasons for the performance of those outcomes, which in turn is a series of cause and effect relationships that permeate the four perspectives of the card (Kaplan Norton, 1996), so the return on Return On Capital Employed is considered one of the measures of the financial performance perspective, and the reason for this measure is the repeat sales as a result of the degree of customer loyalty, and the degree of customer loyalty enters into the customer's perspective, and it has a strong impact on the return on the used capital, and there Many factors lead to an increase in customer loyalty over them For example, On-Tim Delivery, which is the result of reducing operating time and increasing the quality of internal operations, and entering these two measures under the perspective of internal operations, operating time is reduced and improving the quality of internal operations through training workers and increasing their skills, and this represents the goal of the learning perspective and growth. Based on the foregoing, and what was presented in (Business analysis toolkit, 2010), the steps to build the strategic map were summarized as follows:

- It should be borne in mind that the goal of the strategic map is to set a framework for future goals and develop priorities.
- Design a strategic map.
- Set goal chains.
- Develop methods to achieve goals.
- Evaluation of the results.
- Building a business plan that includes (financial goals, improving customer satisfaction, maximizing internal processes, training and personal learning).

The map details the relationships between the four perspectives on the card based on a set of goals, features, and activities shown in Figure 1.

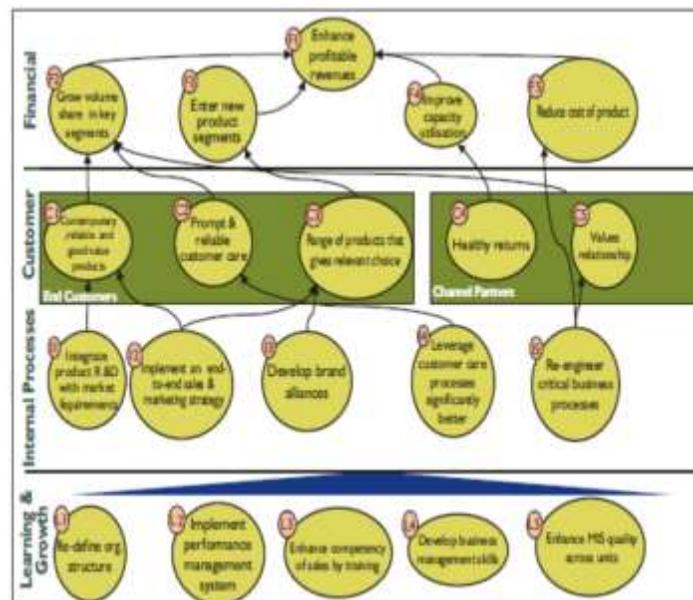


Figure 1. Strategy map

The new article that was published by Kaplan & Norton (2000) [7] in (HBR) in the opinion of (Paul Harmon, 2009) (in which he wore Dubious) they suggested what is called (balanced scorecard strategy maps), in fact, they presented a hierarchical model. It is assumed that there are some measures that contribute together to create value for the owners of shares or shares (the owners). Paul Harmon (2009) criticism of the card implied that it (in which Dubious clothing was worn), and they proposed what is called "Balanced Scorecard Strategy Maps", which, in fact, do not go beyond a hierarchical model that assumes that there are some measures that contribute to each other to create value for shareholders or shares.

### 2.3. Strategic Map and other Dimensions

The strategic map and the customer value:

#### 1) Strategy Map & Customer Value

Kaplan & Norton (2001) [7] emphasized that the essence of business strategy is (the default value delivered to the customer), see Figure (2). The figure shows a unique mix of (product, price, service, relationships and development) that is provided to customers, because the clearly defined default value provides the ultimate goal that the internal operations strategy and infrastructure focuses on the cause-and-effect relationship. The assumed value was represented in the customer's perspective from the balanced scorecard, and it was found to fit appropriately with the theory [12] (which explains how companies can lead the market), and is defined in three modes (Wibowo, 2006) [6]:

- Product leadership: pushing products into an unknown world, untested, or highly attractive.
- Customer intimacy: building connections with its customers, and it knows the people it sells to and the products and services it needs.
- Operational excellence: delivering a combination of quality, price and ease of purchase that no one can match.

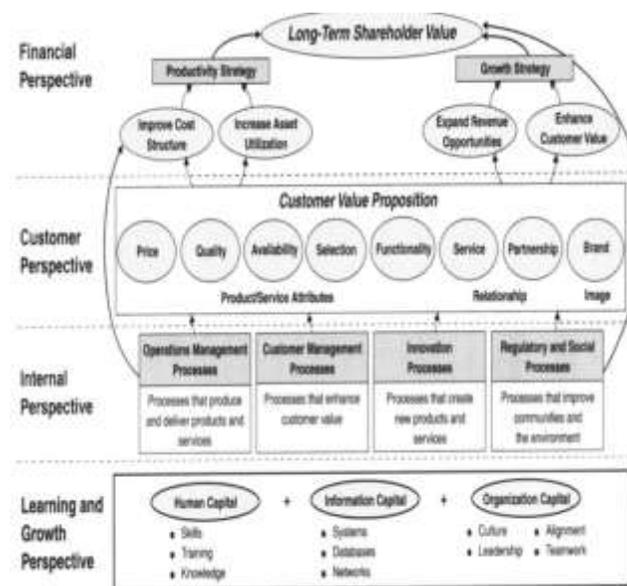


Figure 2. Strategy Maps Template

Source: Wibowo, Arrianto Mukti, (2006)

2- The strategic map and performance guidelines:

#### 2) Strategy Map and Performance Indicators

The measures or indicators that the company must use to measure performance in the first stages or during the first periods of implementing the strategy help the company to reach another stage that is close to achieving the strategic goal. When using the Balanced Scorecard in conjunction with the architectural development of the process, a methodology called (BPM) which is an abbreviation of (Business Process Management) is sometimes used as "business process management" and sometimes it is translated as "business facility" which becomes (business enterprise operations management), which defines The balanced scorecard considering both (the job dimension and

after the process), in other words the start is made with the organization's scorecard, then a question arises (whether KPIs (Key Performance Indicators), are the things that bind the manager Job responsible for achievement), then outlines the measures that we will use when we meet Yum Performance Manager value chain or process, and therefore (the more specific processes have been identified, it means determines the performance of the process is limited to the content card), ensuring consistency of standards when determining the appropriate manager is expected that the accomplishment.

#### 2.4. *The concept of Strategic Drift*

Johnson (1988) [12] explained for the first time the concept of strategic drift in more detail and as follows: the disparity between changes in the organization's strategy and changes in the external environment, and his research was launched through the concept of logical instrumentalism of management philosophy that states that strategies do not arise Based on a one-time decision, it exists through small decisions that are evaluated periodically. These small decisions are not made randomly but logically through experiments and learning. (Johnson) has emphasized that managers build their opinions through external stimuli, as well as through their awareness of the work environment on the basis of homogeneous ideas and on sound foundations, and managers tend to prepare the strategy for organizations in the form of instinctively following introductory (initial) visions that they have. This strategic approach to progress may move away from changes in the work environment that leads to a state of strategic drift in the organization [13-14]. In this respect, the organization does not maintain its strategic position, which in turn reflects negatively and leads to an organizational crisis and usually leads to a transformation (change) in the organization or a declaration of bankruptcy [15]. Gerry Johnson did not provide an explanation of the consequences that companies facing strategic drift may face, nor did he describe the factors that could lead to a similar situation; in addition, he tends to address explaining strategic drift as an internal option (following the option of progressive development as a strategy) and not an external option (Unexpected changes in the work environment) But those opinions were modified a few years later by him personally, as he redefined the strategic drift as a "gradual failure affecting the strategies developed by a company to deal with its competitive position", and Jerry Johnson gave a role Extreme of changes in the work environment [16]. In addition, it was recognized that the organizations' inability to recognize and address these "strong forces at work" inevitably leads to a decrease in the level of performance. According to him, two of the main factors that illustrate cases of strategic drift can be found: the first factor is the increasingly complex and dynamic external environment and the second factor: the leaders' failure to acknowledge that changes to business strategies no longer can cope with changes in the work environment [17]. Later Handy (1989) [18], who is one of the founders of the College of Business Administration in London and a pioneer researcher in the field of organizational behavior, later indicated his opinion about two types of organizational changes and strategic drift was the first change among the types of organizational changes, and he called transformational change. change) on the second type of organizational change and describing it as a radical and sudden change that usually occurs due to the interruption and in general this type of change occurs due to the lack of communication with the work environment.

Based on the above discussion, it can be pointed out the fact that strategic drift takes place when the organization does not change its target orientation and strategy despite the changes taking place in the surrounding work environment, and the reasons for not having these changes due to organizational culture and reliance on previous experiences, and produced An organizational crisis and then a strategic crisis Over time, the concept of strategic drift continues to clarify itself more and more, by dividing factors into two internal and external divisions, Gilligan and Wilson (2009) [19] has demonstrated the potential factors that lead to strategic drift. Outside, it is represented by changes in the market structure, the competitive environment, consumer expectations, and changes that occur in technology. As for the internal factors that lead to erosion, they are the following: bad investments, mismanagement, control of expenditures, and bad administrative philosophy. These are the main reasons that relate to organizational crises and all of them are the product for bad management. Complementing the view of Johnson et al. (2005) On strategic drift, [19] presented the idea of obsolete strategy. If the organization does not succeed in predicting early changes to the external work environment and later changing its course towards development, even the most successful strategies will inevitably lose their value and lead to failure, and these assertions prove the hypothesis of the strategic crisis in the organization. Gajere, (2018) [16] has defined strategic drift as a severe dilemma for any organization to fall into if it sticks to strategies and methods without reassessing to keep up with current trends in the competitive environment. As he defined it Hensmans et al., (2012) [20] is the situation that arises when an organization develops its strategy quickly and in a way that does not keep pace with the changing work environment. "As a result, this situation may lead to the failure of the organization's strategies to address the strategic situation, history, and organizational culture that impede Organizational change, while Bonnici, (2015) [21] represented a gradual deterioration in competitive procedures and the result of the organization's failure to accept

and respond to changes in the working environment. technology. On the other hand, the term strategic drift is used to describe the feeling of cognitive laziness in the ability to meet the real goals of the organization, as it is located at the opposite end of the strategic spectrum related to mission creep, a term used to describe the gradual expansion of the organization's tasks beyond its scope or focus Or its original goals [22]. Strategic drift describes what intellectual rigidity is in an organization's ability to meet the goals it previously set. Among the signs of strategic drift are similar opinions and visions at the level of management and divisions and the pursuit of maintaining the position and lack of interest in the external work environment and failure to perform [23].

### *2.5. Causes of strategic drift*

Strategic drift within the organization can emerge due to a combination of factors that include management's negligence and its reluctance to develop over time, but the biggest fundamental factor is the culture of the organization, with its focus on the past in developing strategies for the future. A strategy that focuses on traditional methods of planning and implementation without taking into account changes in the work environment is a fertile ground for strategic drift as it is a suitable incubator for it [21]. The business world is full of examples of companies that have failed as a result of strategic drift. One example of these companies is Nokia, after the company dominated the mobile market more than a decade ago, it failed to monitor and understand the changing expectations of consumers, who wanted to accomplish more tasks using mobile devices and not just making calls and sending text messages. The emergence of smartphones that were a response to customer needs eventually led to a gradual erosion of Nokia's market share in the mobile sector [24]. According to Mark & Spencer (2008) [25], strategic drift occurs when the following things happen, first: when strategies fail to keep pace with changes in the work environment. Secondly, due to the uncertainty of change and adherence to what is familiar. Thirdly, due to the lack of flexibility or immobility, the issue of change becomes difficult for the capabilities that were adopted and which have become deeply rooted, even if the approach adopted becomes inappropriate. Therefore, strategic drift is characterized by a very homogeneous organizational culture, and there is a major force that prevents change in the organization, and examples of those forces are leaders who dominate the decision and who reject change. The other reason is the small focus on the external work environment of the organization. Another example of strategic drift is My Space, a website and a social media platform, that provides social networking services on the web in addition to other services. The (My Space) platform achieved tremendous success upon its creation and quickly overtook Google as the most visited site in the world. However, the company failed to accurately assess the changes that were taking place in its direct business environment regarding the expectations of a new generation of tech-savvy youth, as well as the emergence of potential competitors. And soon the emergence of Facebook and its popularity played a large role in the superiority of the site (My Space), which changed the chances of this site forever. After it was ranked first in terms of Internet traffic in the United States at one time, its ranking decreased to reach (392) by May 2014. It is also the company that has grown rapidly and employed about (1,600) employees in (2009), which later had to make a significant reduction in subsequent years, and the number of its employees reached about (200) employees by (2011) [1].

### *2.6. Stages of strategic drift*

When a strategic gap occurs, it may have various causes and forms, we can say that strategic drift is a type of strategic gap that is very special. Given the three elements that make up any strategy, namely strategic status, strategic options, and strategy implementation, the strategic drift is characterized by the fact that the strategy no longer fits with its operating environment [26]. The strategic drift model can mean standing up to the pressure to make a change (managers try to reduce the degree of ambiguity and uncertainty) as well as stand up to what managers seek to adopt as they search for what is common and common and have no desire for all that is new [27]. Often this leads to a slight change or a gradual change as (the first stage) as in Figure No. (3). Despite this, the environmental change may not be gradual enough with respect to the slight change to keep pace with that, and it will go out of the environment Its work, which may result in strategic drift as the organization's strategy gradually moves away from the purpose for which it was prepared [26]. Also, changes in the work environment may not be sufficiently gradual in order to be synchronized with the gradual change in the organization and the organization will go out of its work environment, and this is possible. As a result, strategic drift (second stage) occurs through the organizational strategy gradually moving away from the purpose for which it was created in the work environment, and even leading companies may be washed away in this way [16].

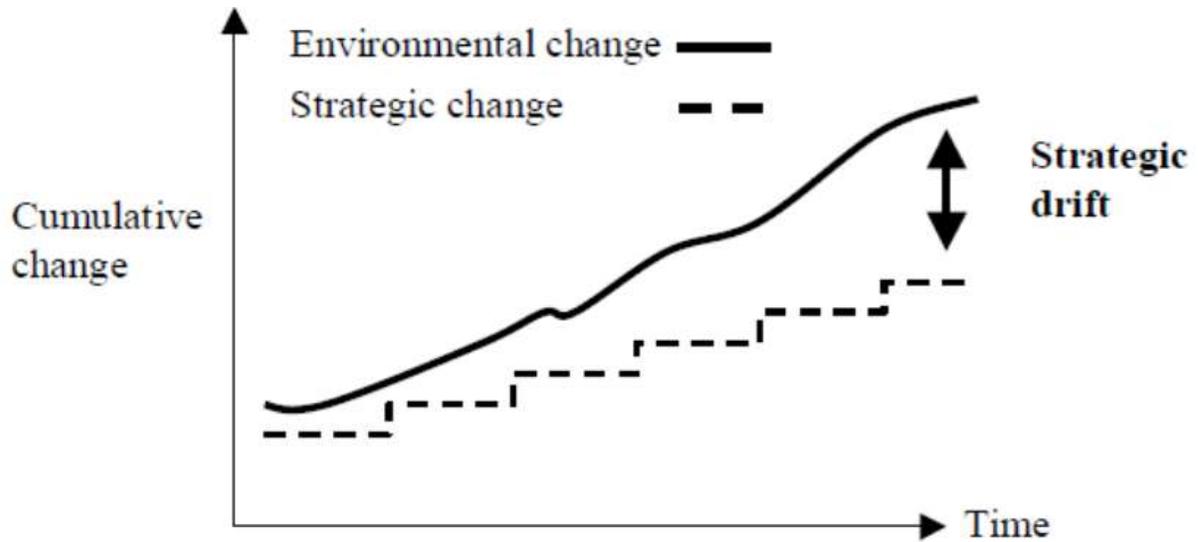


Figure 3. Strategic drift phase

Soure: Fichet,H and Giraud,L,(2007)

The second stage begins when senior management becomes aware of drift, usually entering a period of fluctuations (flux). During this period, many strategic changes have taken place, but they are described as very chaotic. It can lead to either a new period of continuity if the strategy again matches the working environment or, conversely, it leads to a period of trouble, and possibly to the end of the organization's activity. Through the second phase of strategic drift (flux), the organization is experiencing a decrease in performance. Often changes in management are from the highest hierarchical structure in the organization with no clear direction. The internal competition between the groups of administrative groups in opinion constitutes a new strategy and a new direction, which usually witnesses a further decline in the share price and customer loyalty and the difficulty in appointing administrative staff of high quality and efficiency. Things in the organization seem to get worse during this stage, and the organization's fate is usually either its end (entering into judicial custody and imposing judicial custody of it), or its seizure by another organization or may go through a period of transformational change [27]. The following figure shows the second stage of strategic drift.

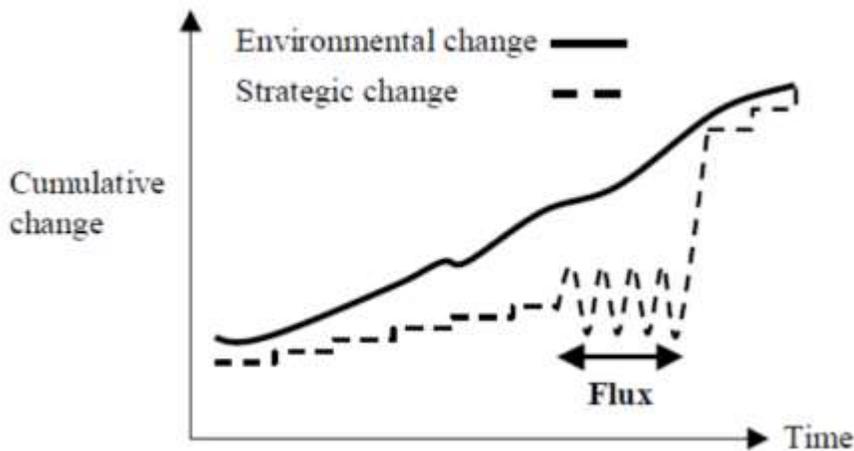


Figure 4. Strategic drift phase 2

Soure: Fichet,H and Giraud,L,(2007)

## III. DATA AND METHOD

The hypothetical study plan is being drafted according to what came from a survey of intellectual products of the literature related to the topic of the strategic map and its role in avoiding strategic drift, as shown in Figure (5).

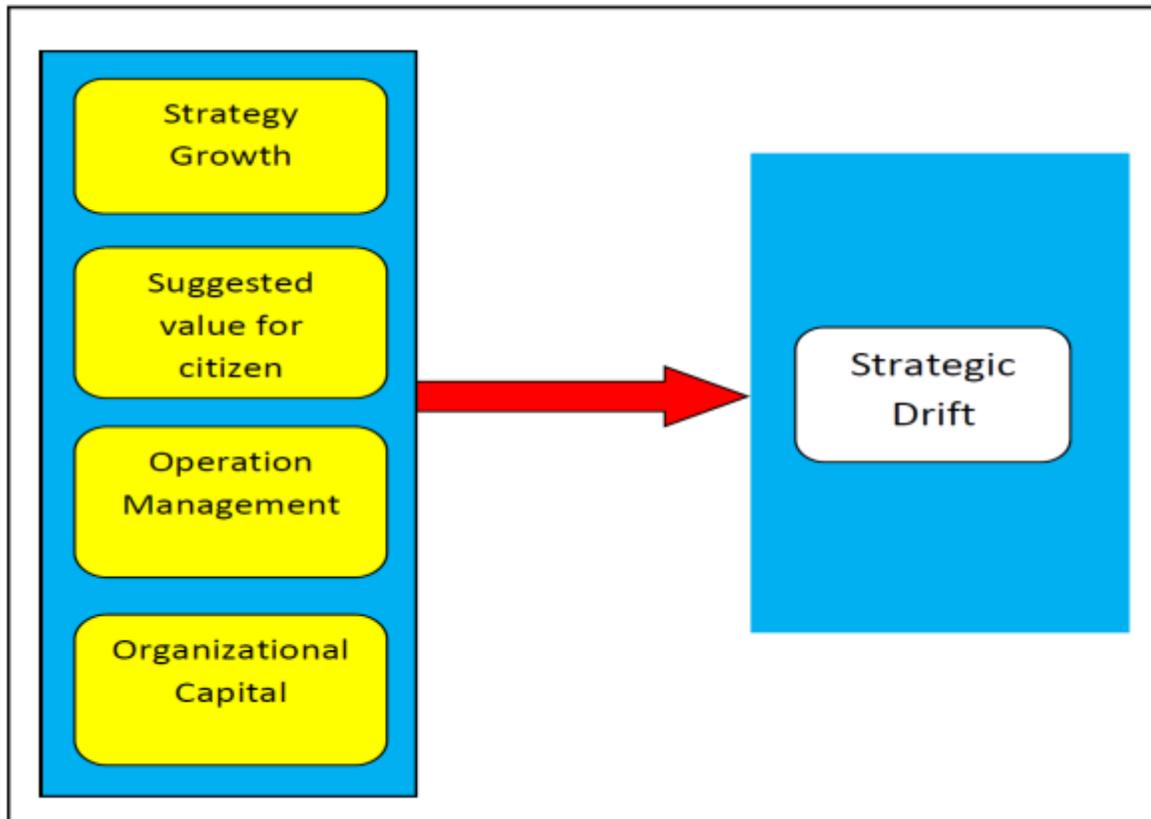


Figure 5. The Model of Research

Completing the study's requirements and with the aim of answering its questions, the following hypotheses were put in place:

1) The first main hypothesis:

(H0): The strategic map and the strategic drift are not related to a significant correlation relationship.

(H1): The strategic map and strategic drift are related to a significant correlation relationship.

2) The second main hypothesis:

(H0): The strategic map and the strategic drift are not related to a significant influence relationship.

(H1): The strategic map and the strategic drift are related to a significant influence relationship.

The study community can be defined as the group that the researchers are interested in and from which it wants to draw acceptable and generalizable results from it, which is characterized by one characteristic related to the study and distinguishes it from others. The current study community was represented by the employees working in the Office of the Najaf Governorate, which number (285). The authors adopted the [21] scale to measure the strategic map, which consists of four dimensions according to the five-step Likert scale (absolutely agree - not agree at all). Whereas, they were used to measure strategic drift [22], which consists of a total scale consisting of ten questions. Likert five-way gradient (absolutely agree - absolutely don't agree). This standard was adopted, which was followed by many foreign studies, in proportion to the nature of the study and the researched province, and the questionnaire was used as a main tool for data collection. The following table shows the dimensions of the measuring instrument, its coding, and the approved sources for determining it. My agency:

Table 1. Measurement and coding tool

#	Dimensions of scale	Symbol	Items No.	The resource
1	Strategic map	SM	20	Hannula et al.,2009 Maosa,2015
A-	Growth strategy	GS	5	
B-	Suggested value for the citizen	SV	5	
C-	operations management	OM	5	
D-	Organizational capital	OC	5	
2-	Strategic drift	SD	10	

For the purpose of identifying the data distribution test, a natural distribution of whether or not for the purpose of diagnosing statistical indicators that are appropriate and the nature of that data, since the diagnosis of parameter tests requires reliance on statistical methods that are appropriate for this type of tests or are appropriate to the nature of the hypothesis test assumed by the researcher, but this requires the availability of some Conditions, including: Identifying the homogeneity of the variance, the possibility of a normal distribution of data for the studied population or from which the sample was drawn, as there are many samples that are distributed abnormally distributed and thus makes some parameter tests such as (F test) and (T test) do not give Allen Accurate results can be adopted, which requires dependence on the Kurtosis and Skewness coefficients, as the Flatness Coefficient is concerned with measuring the height of the distribution peak, and more precisely, the values extracted, whether negative or positive, indicate the flatness of the distribution curve to the left or right, either in If it approaches (0) or is equal to it, then this means that the data are absolutely identical, while the torsion coefficient shows "a measure of the symmetry of the data, since the corresponding data are distributed in a normal distribution, either in the case of the values of the coefficients or flattening coefficients of (0) , This means that the data is naturally distributed, as can be done Mad on the values of coefficients convolution or splaying reached in the case, with what ranged between (1: 1), which means that the data studied normally distributed [18].

1. Testing the natural distribution of the independent variable The strategic map: Table (2) shows the results of the natural distribution of data according to the number of approved observations, which amounted to (285), as it turns out that the values of coefficients of twisting and flattening are close to zero, which means that the paragraphs measure all dimensions and thus measure the variable Independent (strategic map), that all values are distributed naturally.

Table 2. Results of the normal distribution of the variant of the strategic map

#	The code	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
<b>Items after growth strategy</b>							
1	I1	285	0.00	.965	.144	-.182	.288
2	I2	285	0.00	.325	.145	.194	.288
3	I3	285	0.00	.921	.145	.031	.288
4	I4	285	0.00	.933	.145	.665	.288
5	I5	285	0.00	.820	.145	.754	.288
#	<b>Items after the suggested value to the citizen</b>						
1	I6	285	0.00	-.010	.145	.385	.288
2	I7	285	0.00	-.427	.145	.159	.288
3	I8	285	0.00	-.169	.145	-.220	.288
4	I9	285	0.00	.379	.145	-.191	.288
5	I10	285	0.00	.094	.145	-.671	.288
#	<b>Items after operations management</b>						
1	I11	285	0.00	.435	.144	-.849	.288
2	I12	285	0.00	.259	.144	.804	.288
3	I13	285	0.00	-.403	.144	.438	.288
4	I14	285	0.00	-.283	.144	-.267	.288
5	I15	285	0.00	-.210	.144	-.578	.288
#	<b>Items after regulatory capital</b>						
1	I16	285	0.00	.082	.144	-.898	.288
2	I17	285	0.00	.033	.144	.306	.288
3	I18	285	0.00	-.366	.144	.159	.288
4	I19	285	0.00	-.656	.144	.161	.288
5	I20	285	0.00	-.475	.144	-.323	.288

. Test the normal distribution of the dependent variable of the strategic drift: Table (3) shows the results of the normal distribution of data according to the number of approved observations, which amounted to (285), as it turns out that the values of the coefficients of twisting and flattening are close to zero, which means that the paragraphs measure the dependent variable (strategic drift) being All values are distributed in normal distribution.

Table 3. Results of the normal distribution of the strategic drift variable

#	Code	Valid	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis
Strategic drift variable items							
1	I21	285	0.00	.242	.144	.125	.288
2	I22	285	0.00	.992	.144	.598	.288
3	I23	285	0.00	.141	.144	.836	.288
4	I24	285	0.00	.949	.144	.998	.288
5	I25	285	0.00	.761	.144	.106	.288
6	I26	285	0.00	-.150	.145	-.365	.288
7	I27	285	0.00	-.191	.144	.619	.288
8	I28	285	0.00	-.452	.144	.019	.288
9	I29	285	0.00	.901	.144	.492	.288
10	I30	285	0.00	-.922	.144	.848	.288

### III. RESULTS

This paragraph is concerned with diagnosing and presenting the results of the preliminary analysis of the data collected through the questionnaire prepared for this purpose, which included the study measures for their variables by (the strategic map and strategic drift), so the response and individuals of the study sample will be diagnosed and displayed on paragraphs and dimensions of the above study variables, For the purpose of arriving at the results, the descriptive statistical indicators represented by (arithmetic mean, standard deviation, level of importance) were relied upon based on the five-ranking Likert method distributed according to five weights arranged from the lowest weight (1) which represents the answer field (I do not agree on Divorce) to weight (5) which represents the answer field (agree perfectly) and is the highest weight, mediated by weights (4-3-2) to represent the answer fields (do not agree - neutral - agree) respectively, as it was relied on a hypothetical arithmetic mean, which is (3) To know the response, since the dimension that achieves an arithmetic mean is less than (3), then its response is not acceptable, and vice versa has achieved the dimension an acceptable response.

#### 3.1. Analysis of sample results for the variant of the strategic map

Table (4) shows the results of the indicators of the statistical (descriptive) analysis of the sample response regarding the paragraphs and dimensions of the independent variable (the strategic map), as the results were diagnosed based on the indicators represented by (the arithmetic mean, the standard deviation, the significance level), as a level will be identified Response and diagnosis of deviation of values from its arithmetic mean for all paragraphs and dimensions through which the variable was measured, as well as diagnosing the level of importance for all paragraphs and dimensions and then at the overall level of the variable.

Table 4. Descriptive statistics indicators for the variable of the strategic map

#	Minimum	Maximum	Average	mean	Standard deviation	Materiality
Growth strategy						
I1	1.00	5.00	3.00	1.901	1.155	0.380
I2	1.00	5.00	3.00	2.235	.872	0.447
I3	1.00	5.00	3.00	2.316	.9648	0.463
I4	1.00	5.00	3.00	2.306	1.040	0.461
I5	1.00	5.00	3.00	2.147	.943	0.429
				2.181	0.995	0.436
The suggested value for citizen						
I6	1.00	5.00	3.00	3.408	.866	0.681
I7	1.00	5.00	3.00	3.433	.860	0.6866
I8	1.00	5.00	3.00	3.605	.947	0.721
I9	1.00	5.00	3.00	2.721	.907	0.544
I10	1.00	5.00	3.00	2.503	1.074	0.500
				3.134	0.931	0.626

Operation management						
I11	1.00	5.00	3.00	2.824	.933	0.564
I12	1.00	5.00	3.00	3.203	.732	0.640
I13	1.00	5.00	3.00	3.698	.717	0.739
I14	1.00	5.00	3.00	3.607	.964	0.721
I15	1.00	5.00	3.00	3.645	.980	0.729
				3.395	0.865	0.679
Organizational capital						
I16	1.00	5.00	3.00	3.021	.949	0.604
I17	1.00	5.00	3.00	3.470	.780	0.694
I18	1.00	5.00	3.00	3.768	.770	0.753
I19	1.00	5.00	3.00	3.922	.923	0.784
I20	1.00	5.00	3.00	3.754	.990	0.750
				3.587	0.882	0.717
Total strategy map				3.074	0.918	0.614

It is clear from Table (4) that there was no clear response to the dimensions and paragraphs of the independent variable (the strategic map), because the arithmetic mean of the variable has reached (3.07), i.e. an acceptable response with a minimum and a standard deviation (0.91) that shows the extent of the deviation of values from the mean, and the level of importance It got (0.61), but at the sub-dimension level, the rates were achieved at the level of each statistical indicator, as follows:

- The (growth strategy) has not yet achieved an acceptable response, because the arithmetic mean came below the hypothetical mean and with a rate of (2.18). The value of the standard deviation was (0.99) while the level of significance reached (0.43). Likewise, at the level of subparagraphs, no Paragraphs of the paragraphs are an acceptable response, as the arithmetic mean for each paragraph was lower than the hypothetical mean.
- After (the proposed value for the citizen) achieved a better response than the previous dimension, as the arithmetic mean was higher than the hypothetical mean, at a rate of (3.13), while the value of the standard deviation was (0.93), and the level of significance reached (0.62), and at the level of the paragraphs, the response ranged between Acceptance and rejection because the arithmetic mean for some paragraphs was higher than the hypothetical mean except for paragraph (I9) and paragraph (I10). As for the higher response, it was achieved at the level of paragraph (I8).
- As for the (Operations Management) dimension, the response was higher than the response of the two dimensions above due to an increase in the arithmetic mean to reach (3.39) and a standard deviation (0.86) and a level of importance (0.67), and at the level of the paragraphs, most of them achieved an acceptable response as they exceed the hypothetical mean Except for paragraph (I11), while the response was highest at the level of paragraph (I13).
- The highest response was at the level of (organizational capital) as a result of achieving the highest arithmetic mean compared to other dimensions, as it reached (3.58) and with a standard deviation (0.88) and the level of importance (0.71), and at the level of paragraphs, all of them achieved an acceptable response because the arithmetic mean exceeds the mean Hypothesis, as the response was the highest at the level of Para (I19).

### 3.2. Analysis of sample results for the strategic drift variable

Table (5) shows the results of the indicators of statistical analysis (descriptive) for the response of the sample with regard to the paragraphs of the dependent variable (strategic drift), as the results were diagnosed based on the indicators represented by (the arithmetic mean, the standard deviation, the importance level), as the response level will be identified And diagnosing the deviation of the values from the mean of the arithmetic mean for all the paragraphs through which the variable was measured, as well as diagnosing the level of significance for all paragraphs and then on the overall level of the variable.

Table 5. Descriptive statistics indicators for the strategic drift variable

#	Minimum	Maximum	Average	mean	Standard deviation	Materiality
<b>Strategy drift</b>						
I21	1.00	5.00	3.00	1.940	1.037	0.388
I22	1.00	5.00	3.00	2.431	1.067	0.486
I23	1.00	5.00	3.00	2.147	0.922	0.429
I24	1.00	5.00	3.00	2.242	0.864	0.448
I25	1.00	5.00	3.00	3.503	0.855	0.700
I26	1.00	5.00	3.00	2.168	0.895	0.433
I27	1.00	5.00	3.00	3.445	0.835	0.689
I28	1.00	5.00	3.00	2.569	0.997	0.513
I29	1.00	5.00	3.00	2.658	0.840	0.531
I30	1.00	5.00	3.00	3.378	0.928	0.675
<b>Total strategy drift</b>				<b>2.648</b>	<b>0.924</b>	<b>0.529</b>

It is clear from Table (5) that an acceptable response has not been achieved to the paragraphs of the dependent variable (strategic drift), because the mean of the variable has reached (2.64), that is, less than the hypothetical mean and a standard deviation (0.92) that shows the extent of the deviation of values from the mean, and the importance level has (0.52), which means that there is a drift in the strategy developed by the researched organization. In order to identify the strength of the relationship of dimensions and variables of the study, this study examines the relationship of the independent variable (the strategic map) and its dimensions (growth strategy, the proposed value to the citizen, operations management, organizational capital) with the approved variable, strategic drift, and the nature or direction of the relationship is also recognized. Among the variables is they are negative or negative, and one main hypothesis that assumes the existence of a correlation of inverse moral significance between the strategic map and strategic drift will be tested, as this hypothesis branched into four hypotheses that test the strength and direction of the relationship between the dimensions of the strategic map And strategic drift, and table (6) shows the results of the matrix of relationships between dimensions and variables of the study, as follows:

Table 6. Correlation coefficient between the strategic map, its dimensions, and the strategic drift

#	Independent dimension	Dependent variable	Correlation coefficient	Level of significance
1	Growth strategy	Strategy drift	0.47-	0.000
2	Suggested value for the citizen		0.25-	0.000
3	operations management		0.27-	0.000
4	Organizational capital		0.23-	0.000
5	Strategic map		0.64-	0.000

After proving that there is an inverse correlation relationship between the strategic map and its dimensions and the strategic drift, but the amount of its effect has not been identified, here the amount of the influence of the independent variable and its dimensions in the strategic drift will be recognized, and one main hypothesis has been assumed which states that there is a significant correlation of the strategic map in the drift. The strategy, four sub-hypotheses that test the dimensions of the strategic map in the strategic drift, branched out of it, and the SMART PLS statistical program will be used in simple and multiple regression analysis, and the explanatory power of the strategic map will be recognized. From the variance in the strategic drift through the ratio of (R<sup>2</sup>) and tested with a calculated value of (F), in addition to finding the slope of the relationship between the two variables and testing them with the level of achieved significance, and the results of the test are as follows:

The main effect hypothesis: This hypothesis assumes that there is a significant impact relationship for the strategic map in the strategic deviation, that is, the dependent variable (the strategic deviation) is a real function of the independent variable (the strategic map), and this effect relationship will be tested with a simple regression method using the statistical program (SMART PLS) ). And the explanatory power of the strategic map will be recognized from the variation in the strategic drift and its test with a calculated value of (F), in addition to finding the slope of the relationship between the two variables. Table (7) displays the results of the test, as follows:

Table 7. effect relationship statistics for the strategic map in strategic drift

Dependent variable	Independent variable	Strategy drift				
		B	T	R2	F	P.Value
Strategy map		0.617-	-15.061	0.38	172.62	0.000

It is noted from Table (7) that there is an effect relationship of the strategic map in the strategic drift and has reached (-0.62) which is a negative impact relationship, that is, when increasing one unit of the strategic map will lead to a decrease in the strategic drift by (0.62), as it is a moral relationship because the level Realized significance (0.000) which is less than the level of significance assumed by the researcher (0.05), and the strategic map explains what amount (38%) of the variance in the strategic drift is significant when comparing the calculated (F) of (172.62) with its tabular value (4.00), and based on these data, this hypothesis is accepted at the level of this study.

#### IV.CONCLUSION

The results of the study show positive acceptance of the study sample individuals in the researched governorate regarding the availability of the paragraphs of the variables of the strategic map. This means their awareness of the importance of this concept and its dimensions, which contributes to avoiding strategic drift in the video of the Najaf Province, and is able to dissolve the problems and obstacles facing employees working in that province. The modern work environment requires drawing a strategic map capable of supporting and supporting others, whether they are employees, customers, or society. The county employees take a long time to adopt new ideas. The employees of the governorate, the sample of the study, do not hesitate to inform officials about strategic drift. Being an opportunity to learn. They should demonstrate that their authority is not only for personal benefit, but also benefits for employees and the community. In addition, the results of the study emphasize the importance of the strategic map because it is the basis for maintaining the study sample, which contributes to supporting employees to each other and in the event of facing a problem, they will inform the senior manager without hesitation. This was evident through the acceptance of the study sample members towards the paragraphs of operations management and services provided to the citizen. Consequently, it is necessary to work as a conservative sample of the study with a model (Hannula et al., 2009) for the components of the strategic map because it contributes significantly to achieving results, overall performance and work-related outputs, and this is proven by many foreign studies and the current study by focusing on the following: -

- Focusing on investing the desire to contribute to improving the performance of the province.
- Focusing on the principle of joint cooperation between employees to ensure the achievement of synergy in developing the work of the province.
- Focusing on the effective contribution to improving the province's reputation effectively towards society.
- Attention to the necessary skills that are available to employees, which in turn enables the province to be able to work in various tasks.
- Focusing on the employees 'sense of inspiration by the leaders that avoiding strategic drift in the province is among their career goals, and must be achieved. This will generate a motivation to contribute to avoiding strategic drift in the province.

On the other hand, it is necessary to pay attention to the governorate of the study sample by drawing a strategic map that actually works to meet the wishes of the employees and implement their expectations, and take human working conditions, which in turn are reflected in avoiding strategic drift and increasing the provision of community services, and developing the quality of service provided to the citizen by adopting the topic of the strategic map . The higher management in the governorate, the study community, can also work on developing a culture of high performance management that is based on drawing a strategic map without the use of force, which can be done through a strategy of growth and expansion in providing services of value and benefit to the citizen.

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