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Strategic coherence and its role in reducing strategic drift: An analytical study of the opinions of a sample of Tikrit university leaders

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Abstract

This study seeks to elucidate the function of strategic coherence, encompassing its dimensions of organizational excitement, organizational founding, and organizational synergy, in mitigating strategic drift, characterized by diminished communication, inadequate strategic flexibility, and performance decline. The research problem lies in the occurrence of drift in strategic areas in the current business environment and finding appropriate ways to solve it. Two main hypotheses are developed with sub-hypotheses to measure the level of correlation and impact through the analysis of the relationship between these variables. The University of Tikrit (represented by university leaders) is selected to be the field of the study and test its hypotheses. The questionnaire form is utilized as a main tool for collecting the data related to the study. The census method of the study population is used. In addition, many statistical means are used, such as standard deviation, arithmetic mean, and modeling of the structural equation using statistical programs (SPSS.var.29 and AMOS.var.26). The study ultimately suggests that strategic coherence correlates with and significantly influences strategic drift, in addition to offering a series of recommendations.

Keywords: Strategic coherence, strategic drift, Tikrit University leaders

Introduction

Currently, organizations in general and educational ones, in particular, exist in a business environment full of torrents and rapid and sudden changes in various economic, political, social and technical fields as if they are affected by climate change that resulted in torrential floods in various countries of the world. Since organizations are related to the environment in which they operate, these torrents quickly cause drifts in their strategic paths that cannot be corrected later. Consequently, organizations have searched for new means and methods to deal with these new changes. Strategic coherence is one of these means strategy coherence is a contemporary strategy framework that has garnered heightened interest in the current era of management. It is a strategic approach that necessitates cohesiveness and interdependence among all organizational members to attain desired objectives and execute tasks collaboratively. This is accomplished by emphasizing how the organization differentiates itself from others through its services or products and by distinguishing its employees to attain the requisite and exceptional performance, which is crucial for realizing its vision, mission, and objectives. Every plan established by organizations and institutions, particularly governmental entities, seeks to accomplish these objectives. The research community at Tikrit University has been selected to elucidate these shifts and aspects, since it consistently pursues consistency in its colleges' policies, so facilitating the achievement of its objectives. This community comprises several colleges and departments to fulfill the objectives of this research and assess its application in real-world scenarios. Due to the prevailing economic conditions in the country, researchers advocate for the integration of strategic coherence into academic endeavors to address and mitigate instances of strategic drift encountered by educational organizations. Such drift may arise from rapid changes in the external environment, potentially leading to significant decline if the organization fails to implement strategies that facilitate the navigation of these challenges with minimal detriment.

Section One: Research Methodology

1. Research Problem

The current research problem lies in identifying the role of strategic coherence in strategic drift in educational organizations as the main control in leading the educational process in line with the data of the external environment and the negative or positive conditions that affect the work of the educational organization. Based on the above, this study attempts to answer the following questions:

- Are strategic drift and strategic coherence with its dimensions available in the sample studied?
- What is the correlation between strategic coherence and strategic drift?
- What is the basis of the link between strategic coherence and strategic drift?

2. Research Objectives

The objectives of this study are as follows:

- Determining the availability of strategic coherence dimensions and strategic drift in the organization under study.
- Determining the function of strategic coherence in addressing strategic drift.

3. Research Hypotheses

a. Correlation Hypotheses

The first main hypothesis: A statistically substantial association exists between strategic coherence and strategic drift.

The subsequent sub-hypotheses are developed from the principal hypothesis as follows:

- There exists a statistically significant association between organizational enthusiasm and strategy drift along with its dimensions.
- A statistically substantial association exists between organizational foundation and strategic drift, along with its aspects.

- A statistically significant link exists between organizational synergy and strategic drift along with its aspects.

b. Impact Hypotheses

The second main hypothesis: Strategic coherence has a statistically significant effect on strategic drift.

The following sub-hypotheses are derived from this main hypothesis, as follows:

- Organizational excitement has a statistically significant effect on strategic drift with its dimensions.
- Organizational founding has a statistically significant effect on strategic drift with its dimensions.
- Organizational synergy has a statistically significant effect on strategic drift with its dimensions.

4. Research Significance

- The significance of the current study lies in the importance of the community under study (university leaders) and its role in graduating efficient staff who develop the reality in most organizations working at Tikrit University.
- It seeks to enhance the function of strategic coherence within the education system.
- It aids in identifying the barriers that hinder the attainment of strategy coherence at Tikrit University.
- It elucidates the characteristics and classification of the link between strategic coherence and strategic drift, enabling further research to assess this relationship in diverse samples to ascertain a collection of strategic solutions that address the specific issues of each sample.

5. Theoretical Framework

Figure (1) illustrates the theoretical framework of this study.

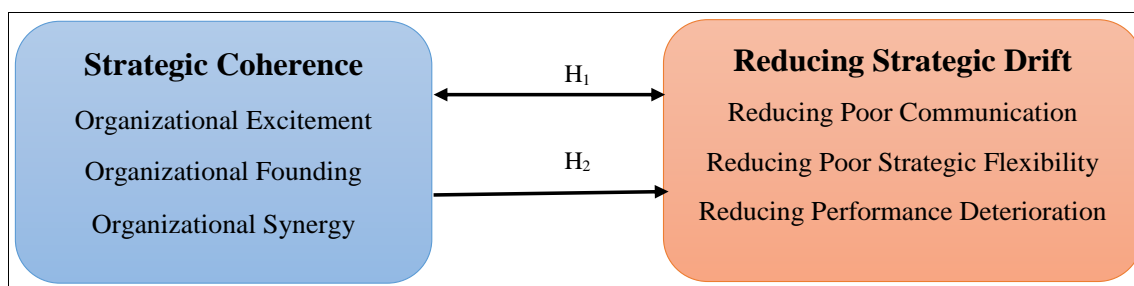


Fig 1: The theoretical framework of this study

6. Research Community and Sample

The current research community is represented by the administrative leaders at Tikrit University and its colleges of various disciplines because it is the main source that provides young energies contributing to building and developing their societies.

The university includes (22) scientific and humanitarian colleges. The researchers employ the census method by distributing the questionnaire to the administrative leaders at the university, represented by the president of the university, his scientific and administrative assistants, deans of colleges, their scientific and administrative assistants, and heads of departments in the colleges under study, as they are the basis for practicing strategic coherence to avoid strategic

drift.

Section Two: Literature Review

1. The Concept of Strategic Coherence

The subject of strategic coherence is one of the important basics in the strategic thinking of business organizations, through which organizations can achieve their strategic goals. The performance of comprehensive strategic coherence ensures the cohesion of the organization's departments and employees working together to achieve the stated goals of organizations (Usher, 2014: 11) [31]. Researchers describe strategic coherence as integration, consistency and proportionality. Strategic coherence is one of the most suitable methodologies for the demands of

company strategy initiatives. This is attributed to the limited integration with business motives. Business strategy towards organizational information technology requirements is analyzed through different levels (Lusiani & Langley, 2018: 3). Hence, the success of the organization depends on the appropriateness of the strategy to contribute to the achievement of the organization's objectives and the requirements of the work environment programs (Black *et al.*, 2007: 423) ^[9].

A strategically cohesive organization achieves the highest quality through the product it provides and the service provided to customers that is free from defects and errors (Liu *et al.*, 2017: 3) ^[20]. There must be a balance among market opportunities, skills, resources, morals of the organization's members, and relationships within the organization to make it cohesive (Kroik & Świda, 2018: 71) ^[18]. Käihkö (2021: 598) ^[17] Strategic coherence is defined as a framework of mutually congruent perceptions across the organization's clients. including the organizational issues required. Strategic coherence is a program of user-consensual concepts about organizational direction, i.e. members' broad understanding of the intended direction towards the business to be achieved (Shehab *et al.*, 2023: 62) ^[29]. Moreover, Ali and Lavta (2023: 4) ^[5] define it as a set of consistent, Consistent and interconnected linkages among all elements of the strategy to attain the strategic objectives that the organization aims to achieve.

2. The Significance of Strategic Coherence

The significance of strategic coherence is elucidated as follows:

- 1) Attaining extensive organizational commitment to personnel and a shared comprehension of certain strategic objectives (Nath & Sudharshan, 1994: 47) ^[26].
- 2) Facilitating improved organizational decision-making, overseeing outcomes, and assuming accountability for establishing a system for data collecting, process monitoring, and performance evaluation (Lusiani & Langley, 2018: 19).
- 3) Enhancing the quality of client services, hence augmenting organizational performance through increased sales and profits, attaining competitive advantage, and minimizing operational expenses incurred by the firm (Musa & Lafta, 2021:1118) ^[25].

3. Dimensions of Strategic Coherence

The present study utilizes the characteristics of strategic coherence put forward by Black *et al.* (2007) ^[9] and Lusiani and Langley (2018). The following illustrates their dimensions:

1) Organizational excitement

Leadership initiates excitement, serving as a habit and pattern that enhances administrative functions (Lin-Hi *et al.*, 2022: 13) ^[19] staff motivation is a component of organizational enthusiasm that managers may leverage to enhance staff performance and efficiency (Valorinta, 2009: 964) ^[32]. Motivation and enthusiasm are essential attributes for employees. Leadership that undertakes managerial responsibilities inside the business, encompassing the motivation of personnel (Anyira *et al.*, 2018: 4) ^[7], The use of a motivational approach fosters trust between management and employees, facilitating their involvement in decision-making, dismantling barriers, and enhancing

internal administrative and organizational management, ultimately reaching integration and interdependence (Vucetic, 2021: 2003) ^[33].

2) Organizational founding

The establishment of an organization is a fundamental activity essential for every entity, particularly in the domains of manufacturing processes and product quality (Bartels *et al.*, 2006: 173) ^[8]. The establishment of an organization is closely associated with its culture to facilitate proactive procedures by senior management (De Toni *et al.*, 2011: 329) ^[10]. The organizational culture fosters stability by promoting collaboration among all members to attain its objectives (Spencer, 2021: 34) ^[30]. Consequently, organizational culture serves as a strategic asset for improving organizational performance, as conversation is a fundamental component of this culture and a premier tool for learning strategy via the comparison and convergence of perspectives. This will influence decision-making and advancements inside the organization's internal environment (Hagerty, 2017: 2).

3) Organizational synergy

Successful strategic coherence is defined by efficient interdepartmental collaboration within the company. Consequently, the efficacy of management is contingent upon the comprehension of communication. It is an essential technique for coordinating the efforts of the organization's many operations and its personnel (Abdullah, 2023: 4) ^[11]. Communication facilitates organizational functions, significantly aiding the execution of tasks and responsibilities (Manhal *et al.*, 2015: 22) ^[23]. Communications foster team cohesion, empower employees, provide them authority, and cultivate connections to establish loyalty and a sense of belonging (Putriana *et al.*, 2015: 105) ^[27].

4. The Concept of Strategic Drift

The notion of strategic drift was first articulated by Johnson in 1988, initially addressing the idea of logical increment. This concept suggests that managers formulate their apprehensions based on a series of external stimuli and their perception of the environment, which is grounded in a consistent and relatively stable perspective. Consequently, they tend to modify the organization's strategy incrementally, influenced by their preconceived notions without prior cognizance. Consequently, this compels the firm to regard strategic drift as the progressive inadequacy of existing strategies to respond to its competitive standing (Alabadi & Joudeh, 2020: 1546; Al-Bayati, 2020: 42, cited in Joseph & Cox, 2015) ^[2-3, 4].

Dwyer *et al.* (2016: 367) ^[12] Characterize it as the disparity between an organization's plan and the uncertainty in responding to external environmental pressures. Gajere (2018: 75) ^[14] asserts that these businesses would ultimately face demise if they persist with their existing strategies and tactics without reevaluating them to align with contemporary trends in a more intricate competitive landscape. Certain academics regard it as a condition that results in stagnation and the organization's incapacity to adapt to the fast changes occurring in its surroundings (Alsaqal *et al.*, 2021: 1) ^[6]. While Gajere and Nimfa (2021: 1) ^[15] Highlight that it represents a progressive decline in competitive performance, resulting in the organization's

incapacity to acknowledge and respond to developments within and outside the organization.

5. Stages of Strategic Drift

When a strategic gap occurs, it may have different causes and forms. In other words, strategic drift represents an extraordinary strategic gap. Given the three elements that make up any strategy, namely strategic status, strategic options, and strategy implementation, strategic drift is characterized by that the strategy no longer fits into its operating environment. Therefore, the strategic drift model can mean confronting the pressure to bring about change (Zafirova, 2014: 490) [34]. Managers attempt to reduce the degree of ambiguity and uncertainty, as well as to determine the common, desired objectives as they do not have a desire for everything new (Alabadi & Joudeh, 2020: 1547) [2-3]. Particularly, strategic drift has two important stages, namely:

- 1) The first stage starts when the organizations witness periods of continuity, and during these periods of continuity the strategy does not evolve much, or if it changes gradually these periods can be long and can lead to a strategic drift. Therefore, this stage represents the strategy that gradually fails to meet the requirements of the environment.
- 2) The second stage starts when top management recognizes drift, leading to a time of flux within the company. This period is characterized by numerous strategic changes that are chaotic; consequently, it may result in a new phase of continuity if the strategy aligns with the environment, or conversely, it may lead to substantial challenges, potentially culminating in the cessation of operations, as depicted in Figure (2), which illustrates the stages of strategic drift (Fichet & Giraud, 2007: 14-15) [13].

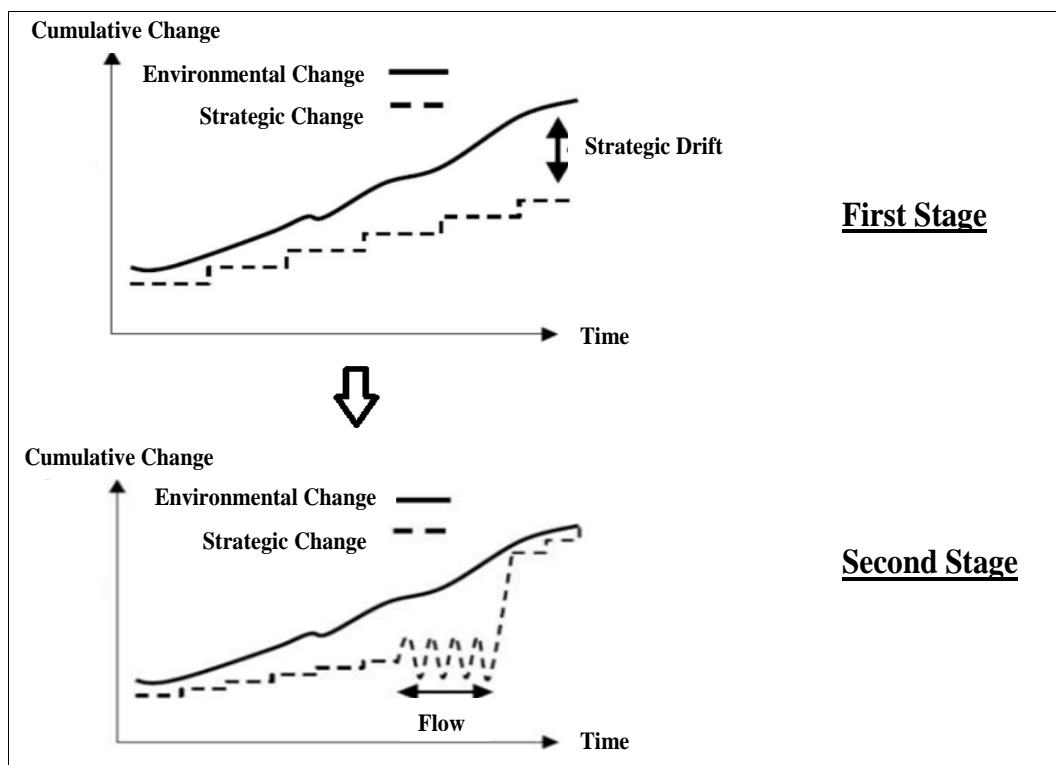


Fig 2: Stages of strategic drift

6. Dimensions of Strategic Drift

There are three dimensions defining the strategic drift, as follows:

1) Poor communication

Business entities endeavor to endure and compete in a highly volatile environment. This necessitates the innovative development of ways to enhance their communicative capacity with the surroundings. This necessitates the extrapolation of events and behaviors, as well as the recruitment of individuals capable of effective communication and event prediction to ascertain an exact reaction and adjust to changes (Zafirova, 2014: 490) [34]. Nevertheless, inertia and an inability to adapt to quick changes, stemming from a deficiency of skilled managers in innovating communication methods, can adversely impact the organizational environment, ultimately resulting in strategy drift, failure, and decline (Alsaqal *et al.*, 2021: 1)

[6].

2) Poor strategic flexibility

Organizational leaders must cultivate strategic flexibility to prevent strategy drift. In contrast to addressing or recuperating from a crisis, strategic flexibility advocates for proactive actions to recalibrate the organization's strategic trajectory prior to experiencing adverse effects (Maosa, 2015: 15) [24].

The primary cause of strategic drift is the organization's low capacity to identify changes in the external environment, or when the implemented strategy fails to address external pressures, resulting in the organization's market departure (Mahmoud & Najm, 2020: 292) [22]. Strategic drift results in adverse outcomes for the organization (Sammot-Bonnici, 2014: 1) [28].

3) Performance deterioration

Performance serves as a mechanism for attaining the organization's future objectives (Dobrin *et al.*, 2012: 311)^[11]. Al-Zubaidi (2011: 79) characterizes strategic performance as an organization's capacity to attain its long-term objectives by utilizing its existing resources and depending on both financial and non-financial metrics. Moreover, it is shaped by the actions undertaken by employees at all tiers within the firm as a cohesive one. The decline in performance signifies the organization's inadequacy in financing its departments,

resulting in a diminished capacity to capitalize on available possibilities in the environment (Mahmoud & Najm, 2020: 293)^[22].

Section Three: Practical Part

1. Encoding and Description of Research Variables

To facilitate the statistical analysis process, The examined variables were denoted by a series of symbols and abbreviations, as seen in Table 1.

Table 1: Description of study variables

Variable	Sub-dimensions	No. of items	Symbol	
Strategic coherence	Organizational excitement	5	FUOR	STSO
	Organizational founding	6	SHOR	
	Organizational synergy	6	ENOR	
Strategic drift	Poor communication	6	PCO	STAG
	Poor strategic flexibility	6	PSF	
	Performance deterioration	6	PDE	

Source: prepared by the researchers

2. Normal Distribution Test

1) Testing the normal distribution of the strategic coherence variable

The strategic coherence variable had significant values exceeding 5% based on the Kolmogorov-Smirnov and Shapiro-Wilk tests, indicating that the data from the analyzed population did not significantly deviate from normal distribution. The sample data distribution closely resembles a normal distribution and exhibits neither skewness nor kurtosis. Table (2) illustrates the normal distribution of the research data.

Table 2: Results of the normal distribution of the strategic coherence variable

Items	Kol-Smi	Sha-Wil	Items	Kol-Smi	Sha-Wil	P-value
FUOR1	0.174	0.868	SHOR5	0.220	0.818	P> 0.05
FUOR2	0.241	0.842	SHOR6	0.246	0.825	P> 0.05
FUOR3	0.219	0.912	ENOR1	0.254	0.887	P> 0.05
FUOR4	0.245	0.822	ENOR2	0.323	0.856	P> 0.05
FUOR5	0.260	0.863	ENOR3	0.210	0.878	P> 0.05
SHOR1	0.228	0.887	ENOR4	0.263	0.861	P> 0.05
SHOR2	0.240	0.847	ENOR5	0.288	0.823	P> 0.05
SHOR3	0.215	0.833	ENOR6	0.229	0.838	P> 0.05
SHOR4	0.261	0.897				

Source: Prepared by the researchers based on the outputs of the statistical package (SPSS.V.29).

2) Testing the normal distribution of the strategic drift variable

Table (3) presents the outcomes of the normal distribution pertaining to the strategic drift variable.

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

Items	Kol-Smi	Sha-Wil	Items	Kol-Smi	Sha-Wil	P-value
PCO1	0.229	0.826	PSF5	0.214	0.842	P> 0.05
PCO2	0.233	0.810	PSF6	0.249	0.826	P> 0.05
PCO3	0.252	0.837	PDE1	0.264	0.812	P> 0.05
PCO4	0.261	0.844	PDE2	0.124	0.816	P> 0.05
PCO5	0.395	0.916	PDE3	0.241	0.860	P> 0.05
PCO6	0.263	0.838	PDE4	0.230	0.878	P> 0.05
PSF1	0.252	0.825	PDE5	0.216	0.848	P> 0.05
PSF2	0.251	0.826	PDE6	0.228	0.838	P> 0.05

PSF3	0.244	0.912				
PSF4	0.226	0.836				

Source: Prepared by the researchers based on the outputs of the statistical package (SPSS.V.29).

3. Reliability and Construct Validity of the Measurement Scale

Reliability denotes the consistency of the research scale and the stability of the data derived from the scale over various time intervals (Bartholomew, 1996: 24). The construct validity of the scale is confirmed by the application of the Cronbach alpha test. The reliability coefficient of the scale was determined using the Cronbach alpha correlation coefficient presented in Table 4. The results in Table (4) indicate that the Cronbach alpha coefficients for the three scales varied from 0.888 to 0.907, which are statistically acceptable in academic and behavioral research, since they exceed the threshold of 0.75 (Nunnally & Bernstein, 1994: 297). This signifies that the measuring scales of the study exhibit consistency and internal reliability. The results demonstrate the validity of the scale variables in accordance with the responses of the research sample.

Table 4: Construct validity parameters of the scale

Variable	Sub-dimensions	No. of items	Cronbach alpha	Validity of scale	
Strategic coherence	Organizational excitement	5	0.910	0.969	0.964
	Organizational founding	6	0.878	0.978	
	Organizational synergy	6	0.924	0.961	
Strategic drift	Poor communication	6	0.827	0.977	0.945
	Poor strategic flexibility	6	0.831	0.934	
	Performance deterioration	6	0.942	0.970	

Source: Prepared by the researchers based on the outputs of the statistical package (SPSS.V.29).

4. Description of Research Variables

1) Description of Strategic Coherence

This section dealt with the independent variable, i.e. strategic coherence, which includes three dimensions, according to which this variable was measured. The arithmetic mean and standard deviations of the sample surveyed varied according to the results of Table (5). The overall arithmetic mean of this measure was 3.29, indicating a tendency towards agreement, with a standard deviation of

0.97.

This reflects the university leaders' recognition of the significance of strategic coherence, with a notable importance level of 63%, signifying the uniformity of the sample's perspectives and their consensus on improving the

strategic coherence of organizations operating in dynamic environments. Furthermore, it denotes the capacity to generate and sustain diverse, high-quality future outlooks and to utilize new insights in ways that are advantageous to the enterprise.

Table 5: Results of the strategic coherence variable

	Item	Arithmetic mean	Response direction	Response level	Standard deviation	Relative importance	Order of importance
FUOR	Organizational excitement	3.67	Agree	High	1.65	73%	1
SHOR	Organizational founding	3.35	Agree	High	0.98	70%	2
ENOR	Organizational synergy	2.86	Agree	High	1.27	65%	3
Total average		3.29	3.29		0.97	64%	

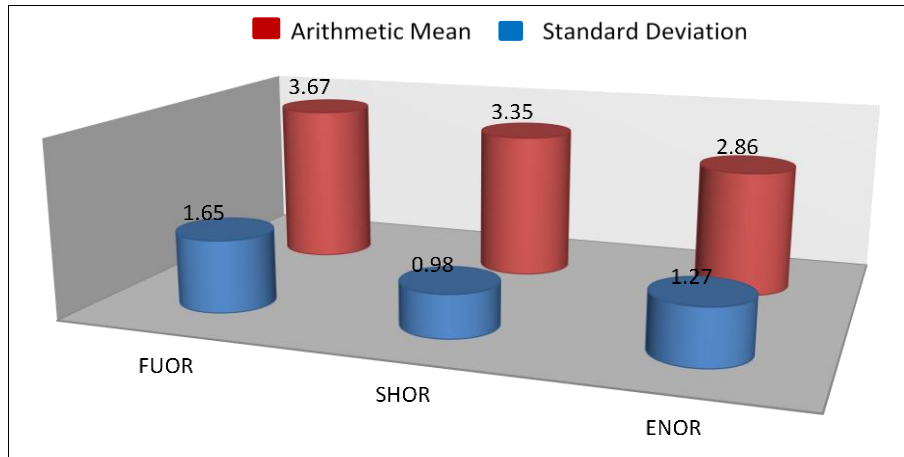


Fig 3: Results of strategic coherence

Concerning the dimensions of strategic coherence, it is clear that the highest arithmetic mean obtained was for the organizational excitement by (3.67) with a standard deviation of (1.65), while the lowest arithmetic mean obtained was for the organizational synergy by (2.86) with a standard deviation of (1.03).

2) Description of Strategic Drift

Table (6) shows the arithmetic mean and standard deviation of the strategic drift variable, which includes three

dimensions according to which this variable was measured. The arithmetic means, standard deviations and coefficients of difference of the sample surveyed were varied. The total arithmetic mean of this variable reached (3.75), proving the importance of reducing the strategic drift that disturbs the work and path of the academic institution. While the value of standard deviation reached (0.89). Table (6) shows the arithmetic mean and the standard deviation of the strategic drift variable.

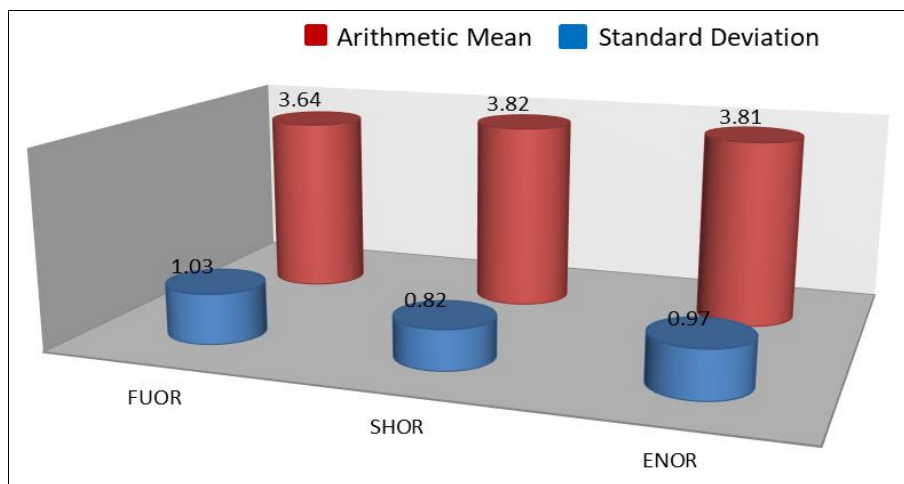


Fig 4: Results of strategic drift and its dimensions

Table 6: Results of the strategic drift variable

Item		Arithmetic mean	Response direction	Response level	Standard deviation	Relative importance	Order of importance
PCO	Reducing poor communication	3.64	Agree	High	1.03	70%	3
PSF	Reducing poor strategic flexibility	3.82	Agree	High	0.82	71%	1
PDE	Reducing performance deterioration	3.81	Agree	High	0.97	70%	2
Total average		3.75			0.89	70%	

Concerning the dimensions of strategic coherence, it is clear that the highest arithmetic mean obtained was for reducing poor strategic flexibility by (3.82) with a standard deviation of (0.82), while the lowest arithmetic mean obtained was for reducing poor communication by (3.64) with a standard deviation of (1.03).

5. Testing Hypotheses

1) Correlation Hypothesis

The first main hypothesis: There is a statistically significant correlation between strategic coherence and strategic drift.

Table (7) illustrates a statistically significant correlation of 0.685 between strategic coherence and the reduction of strategic drift, indicating a robust positive link. The findings indicate a link between strategic coherence and the dimensions of strategic drift reduction, ranging from 0.363 to 0.647 for the aspects of mitigating ineffective communication, enhancing strategic flexibility, and curtailing performance decline, respectively. This indicates that university administrators acknowledge the significance of the correlation between strategic coherence and the mitigation of strategic drift.

Table 7: Matrix of correlation between strategic coherence and strategic drift

Variables	Organizational excitement	Organizational founding	Organizational synergy	Strategic coherence	Reducing poor communication	Reducing poor strategic flexibility	Reducing performance deterioration	Reducing strategic drift
Organizational excitement	1							
Organizational founding	.414**	1						
Organizational synergy	.363**	.476**	1					
Strategic coherence	.741**	.763**	.769**	1				
Reducing poor communication	.560**	.475**	.571**	.647**	1			
Reducing poor strategic flexibility	.371**	.550**	.373**	.573**	.498**	1		
Reducing performance deterioration	.393**	.462**	.658*	.363**	.788**	.685**	1	
Reducing strategic drift	.565**	.586**	.484**	.685**	.812**	.820**	.677**	1
**.							Correlation is significant at the 0.01 level (2-tailed).	
*.							Correlation is significant at the 0.05 level (2-tailed).	
							Sig.=0.000	
							N=152	

2) Impact Hypothesis

The direct and multi-effect hypotheses were evaluated via the Structural Model utilizing structural equation modeling with AMOS V.26. The structural model has a collection of independent and dependent variables, with the independent variables connected to the dependent variables by unidirectional arrows (regression routes). Independent variables are interconnected by a bidirectional arrow. The hypothesis' validity is corroborated by the coefficients of the stocks, both among independent and dependent variables (standard beta coefficients). This statistical approach surpasses multiple regression analysis in sophistication and precision as it evaluates the appropriateness of the data for the assumed model based on the correlations. Consequently, the extent of influence among the research variables and their respective directions, both in terms of direct and multiple impacts, may be elucidated as follows: Strategic

coherence exerts a statistically significant influence on mitigating strategic drift.

Figure 5 illustrates the structural framework regarding the influence of strategic coherence on mitigating strategic drift. The findings presented in Table 8 indicate that as university leaders increasingly acknowledge the significance of strategic coherence in their operations, there is a corresponding reduction in strategic drift among them. Furthermore, enhancing strategic coherence by one standard unit results in a decrease in strategic drift by 0.630, with a standard error of 0.054. This indicates that university officials recognize the substantial influence of strategic coherence in mitigating strategic drift.

Strategic coherence accounted for 0.482 of the variance in mitigating strategic drift across its dimensions, with the residual value falling outside the study's parameters.

Table 8: Outputs of the impact of strategic coherence on reducing strategic drift

Regression path	Standard estimations	Standard error	Critical percentage	R2	Possibility (P)
Strategic coherence ---> Reducing strategic drift	0.630	0.054	11.67	0.482	0.001

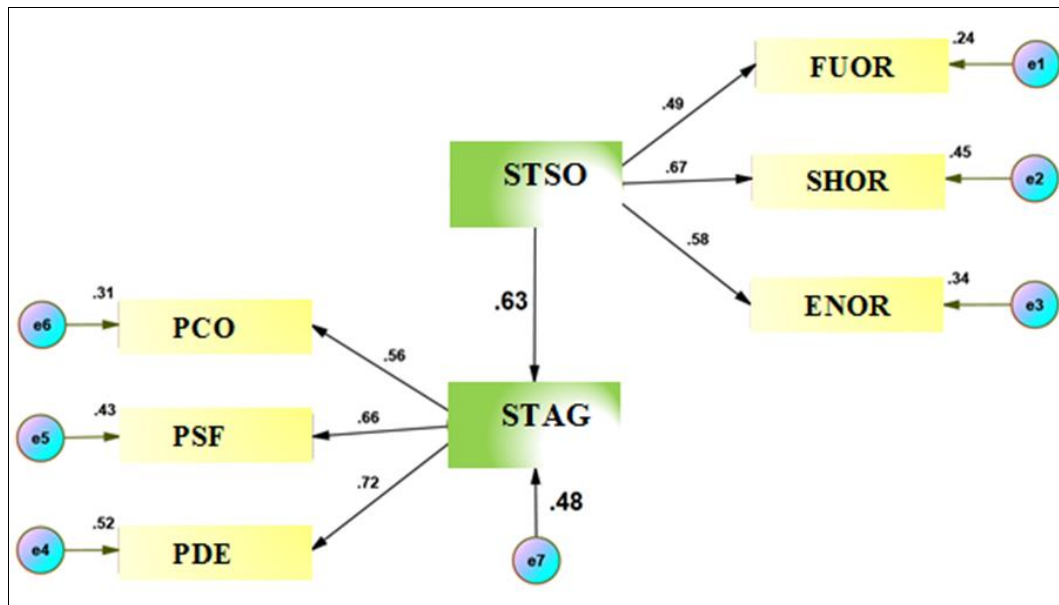


Fig 5: Structural econometric model of the impact of strategic coherence on reducing strategic drift

6. Conclusions and Recommendations

1) Conclusions

1. The results confirmed the sample's interest in strategic coherence and its dimensions, which provide a constructive and sound work environment that serves as an umbrella protecting it from the causes that lead to its drift in the future and damage to its academic, financial, and administrative work.
2. The results of the statistical analysis showed that the University of Tikrit and all its formations and leaders pay attention to the dimension of organizational synergy, as the focus on combining different elements or functions within the organization to create a more coherent and efficient entity will contribute significantly to drawing the course of the university in the future and avoid drifting as well as improving efficiency and effectiveness in work and the quality of the institution.
3. Leaders at Tikrit University emphasize strategic coherence by aligning activities with operational and strategic objectives, strategic plans, technical and financial development, and training initiatives through collaborations with the Ministry of Higher Education and Scientific Research.
4. The sample studied pays attention to the strategic drift and its dimensions based on the evaluation of this sample.
5. Leaders at Tikrit University strive to establish robust organizational collaboration in their operations, adhering to the communication framework among the upper, medium, and lower administrative tiers throughout the formulation and execution of the plan. This creates a productive work atmosphere devoid of disagreements and employee discontent.
6. Strategic coherence plays a prominent role in reducing strategic drift because the educational organization that achieves strategic coherence across the different administrative levels is more stable in confronting strategic drifts. Due to their cohesion, when a level is exposed to drift, the other levels support it, especially in the case of partial strategic drifts that are not comprehensive for all levels, allowing the drifting level

to rebalance before reaching the point of no return.

7. Organizational founding is the most prominent dimension in reducing strategic drift. This result is consistent with logic and reality, which says that the plumber knows how to deal with leaks and floods before they occur, he knows the strengths and weaknesses of his work and thus prevents leaks before they occur and cause floods and drifts that cannot be controlled in the future, so he addresses them before the drift occurs. The same applies to the organizational founder (strategic leader who has experience in organizational founding) as he knows the places where strategic drifts may occur, then he addresses them and takes the necessary measures before the drift occurs, after which the drifting organization will not return to its previous state and will not recover from the destruction it leaves easily.

2) Recommendations

1. Strategic coherence and its dimensions in the sample surveyed have to be improved continuously for their effective and positive role in avoiding strategic drift.
2. The administrative leaders at Tikrit University must focus on cultivating the spirit of cooperation, exchange and sharing of information between them to have a satisfactory result for both parties in the present and future
3. The strategic coherence of university leaders at Tikrit University must be improved by implementing an organizational model that aligns its activities with the executive and overarching strategic objectives and plans derived from them, while fostering daily and transparent communication among its components to achieve optimal coherence in its fundamental processes.
4. The interest of administrative leaders at Tikrit University must be enhanced regarding organizational coherence by adopting a vertical communication system among the higher, middle, and lower administrative tiers during the formulation and implementation of strategy, complemented by a strategic framework of horizontal communication at the middle and lower management levels in the same processes.

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