

## The Effect of the Proactive Strategies in Avoiding the Strategic Drift – A Field Study in a Sample of Karbala and Najaf Hotels

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**Abstract:** The research aims to reach the methods of avoiding the most available strategic drift in the surveyed organizations, after defining the initial assumptions of drift from the viewpoint of the operating administrations through the survey conducted by the researcher to determine which proactive strategies have the most impact. The problem of the study crystallized in standing on the most important features of proactive strategies and the possibility of managing and adopting them to avoid strategic drift.

The research sample was represented in 116 views in a sample of hotels in Karbala and Najaf. One of the most important conclusions is the continuous need of hotel administrations to review goals and general policies in a manner consistent with the rapidly changing nature of the hotel environment. One of the most important recommendations is the need to develop the level of strategic capabilities of the working departments through strategic training workshops and continuous work programs.

**Keywords:** Proactive Strategies, Strategic Drift, Religious Tourism Hotels In The Holy Karbala And Najaf.

### **The first topic - methodology.**

#### **First - the problem:**

The strategic drift represents the clear picture of the intellectual stagnation in the organization and the inability to achieve the strategic goals that it set in advance. Drift has become today a strategic problem endemic to the organizations working in the Iraqi hotel sector, so organizations in this sector must use methods to avoid strategic drift, which means the inevitability. Develop future visions and adopt proactive strategies consistent with the reality of Iraqi hotel organizations

And the formation of programs and methods that can identify the important requirements for performance and know the shortcomings, so the problem of the current study can be embodied in standing on the most important features of proactive strategies in our hotel organizations and the possibility of their management and adoption to avoid the strategic

drift that has become the frightening concern faced by many organizations working in the vicinity of the hotel work environment and tourist.

**Second - Questions:** The research problem can be formulated in the following questions:

- 1- To what extent are the hotel managements, in the research sample aware of the variables (proactive strategies, methods of avoiding strategic drift) in their daily work and the future of the organization?
- 2- What is the level of availability of proactive strategies in the surveyed organizations?
- 3- What is the level of administrations' adoption of methods to avoid strategic drift in the surveyed organizations?
- 4- What is the level of correlation and influence relations between (proactive strategies and strategic drift)?

**Third: The importance of the research:** The importance of the research can be determined from the importance of the variables that have been addressed as one of the most important administrative and intellectual premises that are given the attention of many researchers at the present time. The importance of the study was embodied in the following:

- 1- The importance of the research is embodied in the importance of the chosen community, which is represented by a number of hotels operating within the most prominent and most active tourist activity in Iraq, which is the religious tourism activity.
- 2- The importance of the study has a distinct field dimension that appears in the guidance of the high administrations in the researched organizations to confront the threats and challenges facing the hotel sector.
- 3- To highlight the most important areas of strength and weakness in the capabilities and resources of the organization in question in the performance of its work.
- 4- The research is an attempt to bear the importance as it contributes to saving the researched organizations from the lapses of weakness and enabling the organizational leadership to plan ahead for the problems of tomorrow.
- 5- The field importance that appears in identifying the important problems faced by our local hotel organizations, which are limited in their ability to identify environmental changes and use them in formulating adaptive policies and making the necessary adjustments to the strategy.

**Fourth - Research Objectives:**

Through the research, the researcher seeks to achieve a set of objectives, which are embodied in the following:

- 1- Attempting to reach the methods of avoiding strategic drift that are most available in the surveyed organizations, after the initial assumptions of drift were determined from the point of view of the working administrations through the survey conducted by the researcher to determine which proactive strategies have the most impact in avoiding strategic drift from the point of view of workers in the surveyed organizations.
- 2- Exposing the cognitive and perceptual content of the leaders of the surveyed organizations and directing them to provide solutions to performance problem

3- Determining the level of the correlation and influence relationship between the variables of proactive strategies and avoiding strategic drift in the researched organizations.

4- Presenting some suggestions, recommendations and treatments to the hotel organizations' management regarding the risks of strategic drift and its impact on organizational collapse.

#### Fifth - the hypothetical research scheme:

In order to determine the dimensions of the research according to its problem and objectives that it seeks to achieve, and within the theoretical and applied framework, the current hypothetical scheme shown in Figure (1) was designed.

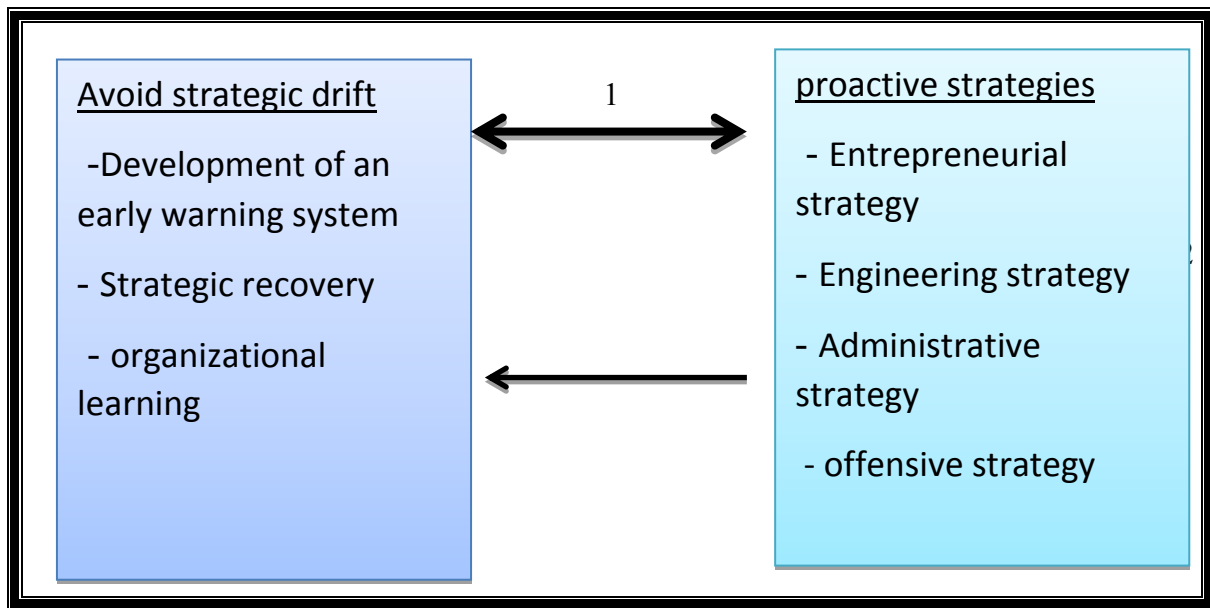


Figure No. (1) The hypothesis of the research

2  
influence relationship.

1  
correlation relationship

Source: Figure prepared by the researcher.

**Sixth - Research hypotheses:** They can be stated in the following main and sub-hypotheses

1- The first main hypothesis: there is a significant correlation relationship between the adoption of proactive strategies and the avoidance of strategic drift in the hotels of Karbala and Najaf, and the following sub-hypotheses emanate from it.

1-1 There is a significant correlation between the adoption of the entrepreneurial strategy and the avoidance of strategic drift in the hotels of Karbala and Najaf.

1-2 There is a significant correlation relationship between the adoption of the engineering strategy and the avoidance of strategic drift in the hotels of Karbala and Najaf.

1-3 There is a significant correlation between the adoption of the administrative strategy and the avoidance of strategic drift in the hotels of Karbala and Najaf.

1-4 There is a significant correlation between the adoption of the offensive strategy and

the avoidance of strategic drift in the hotels of Karbala and Najaf.

2- The second main hypothesis: There is a significant influence relationship for the adoption of proactive strategies in avoiding strategic drift in the hotels of Karbala and Najaf, from which the following sub-hypotheses emerge:

2-1 There is a significant influence relationship for adopting the entrepreneurial strategy in avoiding strategic drift in the hotels of Karbala and Najaf.

2-2 There is a significant influence relationship for the adoption of the engineering strategy in avoiding the strategic drift in the hotels of Karbala and Najaf.

2-3 There is a significant influence relationship for the adoption of the administrative strategy in avoiding strategic drift in the hotels of Karbala and Najaf

2-4 There is a significant influence relationship for the adoption of the offensive strategy in avoiding strategic drift in the hotels of Karbala and Najaf.

**Seventh - Research Methodology:** The paragraph related to defining the method to be adopted in the research can be considered one of the pillars that researchers must pay attention to in order to determine what is the appropriate approach for each phenomenon or research model. The researcher has adopted the descriptive analytical approach based on a survey of the opinions of the respondents in a sample of Karbala and Najaf hotels about the variables of the study, as it is characterized by a comprehensive view and is the most appropriate to the researched phenomena in administrative and economic sciences.

**Eighth: Sources and methods of collecting data and information:** The researcher relied on a number of sources for the purpose of collecting the necessary data and information that contribute to achieving the objectives of the study, including the following:

1- Theoretical framework: This aspect has been prepared with reference to sources and references specialized in various scientific fields such as strategic management and hotel management from books, letters, theses, research and foreign studies, some of which are available in the library and others from the Internet.

2- The practical framework: In order to obtain the field information and data necessary to accomplish the practical aspect, the following has been relied upon:

A- Determination.

b - Records and data from hotels in the study.

C - field visits.

T - interviews.

**Ninth - The limits of the study:** The limits of the study are divided into:

1- Spatial limits: the study was tested with its hypothetical scheme in a sample of hotels in Karbala and Najaf.

That exist within the classification (5 stars) and (4 stars) as an area of application.

2- The human limits included a number of managers working in hotels and at various administrative levels to cover the different aspects of the research variables.

3- Time limits: These limits were represented by the period of preparation of the field side of the research, which extended to the month of February of the year 2022.

**Tenth - Description of the questionnaire:** The questionnaire was designed by the researcher based on the literature approved in the study and mentioned in Table No. (1) below

Table No. (1) describes the composition of the questionnaire form

Sources	Number of Paragraphs	Sub-Dimensions	Variables
	2	Years of Experience Job position	identifying information
- Aragon –Correa ,2017	6	Entrepreneurial strategy	proactive strategies
	6	engineering strategy	
	6	administrative strategy	
	6	offensive strategy	
Najim, 2020	6	Develop an early warning system	Avoid strategic drift
	6	strategic recovery	
	6	Organizational learning	

Source: Table prepared by the researcher

**Eleventh - Statistical methods:** - Statistical methods were used to complete the requirements of the applied side through the use of the statistical program Spss, as follows:

1- Percentages.

2- The weighted arithmetic mean.

3- The standard deviation.

4- Testing the correlation hypotheses:

A- Pearson's correlation coefficient.

b- t-test to measure the significance of the association.

5- Testing the direct effect hypotheses:

A - coefficient of interpretation (determination) R<sup>2</sup>

b- Simple regression coefficient.

C - multiple regression coefficient.

6- Testing the study tool:

A- Apparent honesty test

B- Cronbach's alpha test to measure the stability of the study tool

**Twelfth - Test the questionnaire tool**

One of the most famous scales used to measure the stability of the questionnaire questions is the Alpha Cornbach scale. Specialists point out that if the value of the mentioned test is less than (0.60), this is an indication of the weakness of the stability of the scale used,

while the stability of the scale is acceptable in the case of Its percentage exceeds (0.70), while its stability percentage is good if it reaches (0.80) or more. As for honesty, it means that the scale actually measures what it was designed to measure. In other words, does the scale subject measure the phenomenon under study and not something else, and honesty tests are types that the researcher used, including: -

1- Apparent honesty: It was conducted by presenting the questionnaire to a group of 14 experts in strategic, hotel and administrative specializations, and their observations were taken.

2- Structural validity: which was conducted by the researcher, and the table (2) below shows the values of the stability coefficient for the dimensions of the research variables.

**Table (2) Reliability coefficient values for the study variables dimensions**

Decision	Cornbrash's coefficient values Alpha	Dimensions	T
High stability	0.85	<b>Entrepreneurial strategy</b>	1
	0.73	<b>engineering strategy</b>	2
	0.73	<b>administrative strategy</b>	3
	0.72	<b>offensive strategy</b>	4
	0.84	<b>Entrepreneurial Strategies</b>	
High stability	0.86	<b>Develop an early warning system</b>	1
	0.82	<b>strategic recovery</b>	2
	0.76	<b>organizational learning</b>	3
	0.79	<b>Avoid strategic drift</b>	

**Source: Prepared by the researcher based on the results of the SPSS program**

It is clear from the above table that all values of Cranbrach's Alpha coefficients were within the statistically acceptable limits.

### **Thirteenth - Research community and sample:**

1- Research community: The hotels of the Karbala and Najaf governorates were selected as hotels that witness the most prominent tourist movement and the most effective tourist activity in Iraq, represented by religious tourism. Therefore, these hotels are of economic, spiritual and tourist importance and thus constitute a distinct space to accommodate the variables investigated, as (120) forms were distributed in (6) hotels, with (20) forms for each hotel, of which (116) were recovered, and Table No. (3) shows the details of the distributed forms and retrieved.

**Table No. (3) Hotels, research sample and number of forms**

The number of approved forms	The number of distributed forms	Category	Governorate	Hotel's name	T
19	20	5stars	Najaf	Al-Dur Palace Tourist	1
20	20	5stars	Najaf	Alsahla land	2
19	20	4stars	Najaf	Zamzam	3
20	20	4stars	Najaf	AL Noor city	4
18	20	5stars	Karbala	Albaroon	5
20	20	4stars	Karbala	Karbala Rayhaan	6

				<b>Rotana</b>	
<b>116</b>	<b>120</b>	<b>Total</b>			

Source: Table prepared by the researcher

## 2- Characteristics of the research sample:

The most important characteristics of the sample are shown in Table No. (4) below, and they can be summarized in the following

A- Years of experience: The statistical results in Table (4) show that (33%), which is the largest percentage of the sample members, have years of service between (15-20) years in the field of work, followed by those who have service (20-25). Years at a rate of (19%), and the length of service between (5-10) and (10-15) were equal if they obtained a percentage of (16.3%) for each, and this is likely that the sample members have recent ideas in answering the paragraphs of the questionnaire, either The service period between (25-30) got a percentage of (7%), followed by (30 years and more) that got (5%), and the service period of less than (5 years) came with the lowest percentage, which is (3.4%) of the total sample members.

b- Job location: the position of (head of department) scored the highest percentage of the study sample and achieved a rate of (65%) with (75) people, while the position of (division manager) achieved a percentage of (23.2%) with (27) people, and the position of ( Member of the Board of Directors) it reached (5%), that's mean (6) managers, and then the position of general manager and delegated manager obtained (3.4%) for each of them (4 people).

Table No. (4) Characteristics of the research sample

Percentage	Total	Percentage	Number	Category	Information	T
<b>100</b>	<b>116</b>	<b>3.4</b>	<b>4</b>	<b>Less than 5 years</b>	<b>Total service life</b>	<b>1</b>
		<b>16.3</b>	<b>19</b>	<b>Less than 5-10 years</b>		
		<b>16.3</b>	<b>19</b>	<b>Less than 10-15 years</b>		
		<b>33</b>	<b>38</b>	<b>Less than 15-20 years</b>		
		<b>19</b>	<b>22</b>	<b>Less than 20-25 years</b>		
		<b>7</b>	<b>8</b>	<b>Less than 25- 30 years</b>		
		<b>5</b>	<b>6</b>	<b>More than 30 years</b>		
<b>100</b>	<b>116</b>	<b>3.4</b>	<b>4</b>	<b>General Manager</b>	<b>current position</b>	<b>2</b>
		<b>5</b>	<b>6</b>	<b>Management Board Member</b>		
		<b>3.4</b>	<b>4</b>	<b>Delegated manager</b>		
		<b>65</b>	<b>75</b>	<b>Head of Department</b>		
		<b>23.2</b>	<b>27</b>	<b>Division Manager</b>		

Source: Table prepared by the researcher

## The second topic- the theoretical framework for research First - Proactive Strategies

**1- Concept:** Strategies and strategic behavior in their general form can be divided into proactive and reactive strategies, and in general, reactive strategies meet a stable situation, while proactiveness is required in a turbulent environment. Vaisanen et al, 2018: 39 defined proactive strategies as (the strategies adopted to avoid threats by building and using the resources available in the organization, these strategies include efforts to prevent



or control events that may cause problems for it, and therefore they are active and directed towards the future ).Proactive strategies can be defined procedurally as (a set of comprehensive strategies used by the hotel and tourism organization in addressing external disturbances and crises before they occur and their impact in the environment of the hotel work environment, meaning that the organization uses all the resources it has proactively to ensure continuity and survival)

**2- Dimensions:** There are many classifications that have been developed as dimensions of proactive strategies, and the researcher has adopted (Aragon, 2017) classification in determining the dimensions as the most consistent with the nature of the activity of the research sample organizations, which are represented in the following points:

A- Entrepreneurial strategies: They are defined as dynamic processes aimed at creating and implementing new ideas and innovative solutions and identifying the chances of success of new products in the target markets. Organizations need to adopt these strategies for basic components that include preparing to face calculated risks, developing a successful project team, mobilizing the necessary resources, building a clear action plan, and finally building a vision to identify the opportunity in which others see chaos, contradiction and confusion. (Clunies , 2008: 49).

B- Engineering strategies: a strategy that aims to optimally use new technologies in the process of producing advanced products that achieve competitive organizations in current or future markets (Vaisanen , 2018: 90).

C- Administrative Strategies: It is the sum of the administrative processes adopted by the organization in order to achieve the ability to deploy and coordinate its resources in many decentralized units and projects instead of planning and controlling the operations of the entire organization centrally (Al-Arbawi, 2019: 56).

D- Offensive strategies: They are the type of corporate strategy represented in an attempt to lead changes within the industry. The shape of these strategies usually appears clearly by investing in research and development functions and technology significantly in the context of seeking to stay ahead of competition preventing competitors from entering the new markets (Achabou et al. al,2014:86)

In the tourism and hotel sector, many studies have shown that technological development and entrepreneurial strategies may be described in most of them as proactive responses in one way or another to the external pressure that characterizes the environment of this sector. Therefore, most of these studies urge managers to adopt a proactive response to competition issues, while recognizing that this response is supposed to implement measures aimed, above all, to bring about radical changes in the hotel organization. Therefore, adopting such a logic, which is reflected in the consolidation of a state of development in the form and content of services It is assumed that the operating departments are convinced of the expected benefits or resulting from following this proactive approach.

## Second - Avoiding Strategic Drift

1- The concept of strategic drift: This concept has witnessed multiple treatments and distinguished attention by many researchers, and thus many definitions were received about it. (Najm, 2020: 98) defined it as (a critical stage that organizations go through, which occurs when organizations are unable to keep pace with changes in the external environment, which leads to the deterioration of their performance and their inability to catch up with local and global environmental developments) Strategic drift can be defined procedurally as (a strategic management concept that refers



to the loss of the hotel and tourism organization's ability to respond to changes in the hotel work environment,

Which leads to the emergence of various unexpected challenges and situations when doing, which ultimately means the failure and collapse of the organization in particular with the state of wide development in the standards of providing international tourism and hotel services)

2- Methods of avoiding strategic drift: the methods mentioned in the study (Al-Jubouri, 2019) will be adopted for their comprehensiveness in terms of methods and for their compatibility with the requirements and reality of the study and the purpose for which it was developed. The following is a detail of these methods.

A- Developing an early warning system: It is a strategic diagnosis system that analyzes the environment surrounding the organization in order to identify weak signals that indicate the necessity of making possible future changes and investing them proactively while removing the ambiguity surrounding them in order to avoid strategic drift.

b- Strategic recovery: a set of procedures that are designed and implemented in order to change the negative perceptions of customers towards the service provided by the organization and maintain them through the adoption of appropriate recovery strategies

C- Organizational learning: The process through which the organization seeks to increase the effectiveness of its activities by acquiring new knowledge and developing its own capacity in order to ensure its continuity and its adaptation to internal and external changes.

Within the framework of the hotel and tourism work, the importance of adopting methods and approaches to avoid or reduce strategic drift is growing due to the nature of work in the sector, which is constantly witnessing many environmental changes in the form and pattern of services provided or the quality of activities or due to the sector's sensitivity to various environmental influences, Which makes it imperative for the administration to follow up on all environmental interactions at all levels, which will inevitably affect the work of the hotel organization in one way or another. Therefore, activating the aforementioned avoidance mechanisms is a real bet that the operating administrations must adhere to and adopt if they want to stay and continue in an environment that is always described as suffering from A high level of uncertainty and rapid and often unexpected change.

### **The third topic - the field study**

First - Presenting the results of the research variables, their analysis and interpretation, and the study determined the level of answers in light of the arithmetic averages by determining their affiliation to any category. And because the study's questionnaire depends on the five-point Likert scale (agree completely - strongly disagree), there are five categories to which the arithmetic averages belong. The category is determined by finding the length of the range ((4 = 1-5), and then dividing the range by the number of categories (5) ( $0.80 = 5 / 4$ ), and then adding (0.80) to the lower limit of the scale (1) or subtracting from the term The highest for scale (5), and the categories are as follows (Dewberry, 2004:15):

1) – 1.80: very low / 1.81 / – 2.60: low / 2.61 – 3.40: moderate / 3.41 – 4.20: high / 4.21 – 5.0 very high)

**1\_Presentation and analysis of the results of the proactive strategies:** Table (5) shows the weighted arithmetic means, the relative importance, the standard deviations and the level of the answer, as follows

**Table No. 5)) Results of the independent variable proactive strategies N=116**

order of importance	answer level	standard deviation	Relative importance %	Arithmetic mean	Variables	T
Third	Too high	0.82	82.21	4.11	Entrepreneurial Strategies	1
First	Too high	1.01	80.90	4.04	engineering strategies	2
Second	Too high	1.05	80.62	4.03	administrative strategies	3
Fourth	High	1.1	78.58	3.93	offensive strategies	4
Too high		80.6	1	4.03	proactive strategies	

**Source: Prepared by the researcher based on SPSS.**

Through the results shown in the table above, it appears that the variable methods of avoiding strategic drift achieved a general weighted arithmetic mean (4.03), with a standard deviation (1), and its relative importance amounted to (80%). This indicates, in general, the awareness of the research sample hotels to adopt aggressively proactive strategic courses of action in order to achieve the basic goal of avoiding environmental threats. It needs a conscious and committed leadership to achieve a qualitative leap in the local markets to move to the neighboring markets and then move towards the global markets as well as contribute to achieving a comprehensive tourism renaissance to improve the tourism and social reality in particular with the quality of the activity and its spiritual and religious importance. The engineering strategies dimension came in the first order with an arithmetic mean of 4.11, a standard deviation of 0.82 and a relative importance of 82.2%, while the dimension of offensive strategies came in the fourth order, with an arithmetic mean of 3.93, a standard deviation of 1.1, and a relative importance of 78.5%

**2- Presentation and analysis of the results of the proactive strategies:** Table (6) shows the weighted arithmetic means, the relative importance, the standard deviations and the level of the answer, as follows

**Table No. (6) results of the independent variable proactive strategies N=116**

order of importance	answer level	standard deviation	Relative %importance	Arithmetic mean	Variables	T
Third	High	1.04	76.45	3.28	early warning development	1
First	Too high	0.93	80.03	4	strategic recovery	2
Second	High	0.89	79.57	3.98	organizational learning	3
High		0.96	78.60%	3.93	Ways to avoid strategic drift	

**Source: Prepared by the researcher based on SPSS.**

The variable achieved an arithmetic mean of 4.03 with a standard deviation of 1.1 and a relative importance of 80.6, and this indicates the study sample's awareness of the importance of adopting the approved methods to avoid strategic drift.

Despite the state of instability in particular in recent years and what it has been exposed to during periods of closure, the suspension of delegations visiting the holy sites and the economic and environmental changes, the hotel administrations are trying to adopt the aforementioned methods in a way that contributes to employing all forms of organizational support to carry out the required tasks and ensure strategic superiority. The administrations must know their role in dealing with competitive pressures and threats through alliances, partnerships and more relations with international companies in the tourism industry in particular. After the strategic recovery, it achieved the first rank with an arithmetic mean of 3.98, a standard deviation of 0.89, and a relative importance of 79.57%. It came after the development of early warning in the last rank. With an arithmetic mean of 3.28, a deviation of 1.07, and a relative importance of 76.45%

### **Second, the test of correlation hypotheses**

For the purpose of testing the hypotheses of correlations between the study variables, the researcher used the matrix of correlation coefficients (simple correlation coefficients) For the purpose of verifying the strength of the relationship between the dimensions of the study variables in the first major hypothesis test, Table (9) shows the matrix of simple correlation coefficients (Pearson) between these variables and their dimensions. Before entering into testing this hypothesis, the table also indicates the sample size (116) and the type of test (2-tailed). And abbreviated (Sig.) The test shows the significance of the correlation coefficient by comparing the calculated (t) value with the tabular value without showing its values.

If a sign (\*) appears on the correlation coefficient, this means that the correlation is significant at the (5%) level, but if there is a (\*\*) sign on the correlation coefficient, this means that the correlation is significant at the 1% level. The strength of the correlation coefficient is judged in light of the (Cohen, 1997:49) rule , as follows:

- Low correlation: if the value of the correlation coefficient ranges between (0.10 to 0.29)
  - Medium correlation: If the value of the correlation coefficient ranges between (0.30 to 0.49).
  - strong correlation : if the value of the correlation coefficient ranges between (0.5 to 1).
- table (9) shows the correlation matrix that tested the first main hypothesis.

**1\_The first main hypothesis:** There is a significant correlation between the adoption of proactive strategies and the avoidance of strategic drift in the hotels of Karbala and Najaf. The results indicate the validity of the first main hypothesis, as the correlation coefficient of the proactive strategies with the methods of avoiding strategic drift reached (0.784), which is an indicator of a strong correlation relationship. As for the sub-hypotheses, and based on the results of the correlation coefficients mentioned in the table below, the sub-hypotheses emanating from the first main hypothesis can be accepted.

Table (7), the matrix of correlation coefficients between the variables of proactive strategies and methods of avoiding strategic drift, with its dimensions

independent variable dependent variable		Entrepreneurial Strategies	Engineering Strategies	Administrative strategies	Offensive strategies	Proactive strategies
early warning development	Pearson Correlation	**0.576	**0.439	**0.313	0.589**	0.600**
	Sig2-tailed	0.000	0.000	0.000	0.000	0.000
	N	116	116	116	116	116
Strategic recovery	Pearson Correlation	**0.474	**0.485	**0.485	0.569**	0.718**
	Sig2-tailed	0.000	0.000	0.000	0.000	0.000
	N	116	116	116	116	116
Organizational learning	Pearson Correlation	**0.483	**0.592	**0.487	0.632**	0.678**
	Sig2-tailed	0.000	0.000	0.000	0.000	0.000
	N	116	116	116	116	116
Methods to avoid strategic drift	Pearson Correlation	**0.715	**0.592	**0.500	*0.70*	0.784**
	Sig2-tailed	0.000	0.000	0.000	0.000	0.000
	N	116	116	116	116	116

\*\*The correlation is significant at the 0.1% level.

The source table was prepared by the researcher based on the results of the SPSS program

### Third - Testing the hypotheses of the effect:

The simple and multiple regression analysis test was adopted to test the effect hypotheses, as shown in Tables (10) and (11)

A- Simple regression test: It appears in Table (8) to test the hypothesis of the general effect of proactive strategies in the methods of avoiding strategic drift.

**Table 8: Simple regression analysis of the effect of proactive strategies on the methods of avoiding strategic drift**

R <sup>2</sup>	(t) calculated value of the regression coefficient	proactive strategies		Independent variable
		$\beta$	a	Dependent variable
0.61	**13.47	0.82	0.63	Methods to avoid strategic drift (dependent)

The source table was prepared by the researcher based on the results of the SPSS program  
(\*\*) Significant at (1%) level.

It is evident from the above table that proactive strategies contribute to avoiding strategic drift at a rate of (0.82) for each increase of one unit in it, and that this increase is significant at the (1%) level because the calculated (t) value reached (13.47) and is significant at the mentioned level. The proactive strategies explain 61% of the changes that occur in the organization's ability to avoid strategic drift.

Which means that the second main hypothesis is accepted.

**2- The second main hypothesis:** There is a significant influence relationship for the adoption of proactive strategies in avoiding strategic drift in the hotels of Karbala and Najaf.

B- Multiple regression test

In order to test the hypotheses of the sub-effect, the researcher adopted the multiple regression test, which is shown in the table 9 below

**Table 9: Multiple regression analysis of the effect of proactive strategies on the methods of avoiding strategic drift**

R <sup>2</sup>	(t) calculated value of the regression coefficient	proactive strategies		Dependent variable
		$\beta$	a	Independent variable
0.65	**5.45	0.303	0.74	Entrepreneurial Strategies
	**2.44	0.161		engineering strategies
	**0.462	0.028		Administrative strategies
	**4.624	0.302		offensive strategies

Source: Prepared by the researcher in light of the results of the electronic calculator.

(\*\* ( means significant with a level of (1%).

(\*) means significant with a level of (5%) .

Through the sub-hypothesis test, the following appears:

2-1 that the value of the regression coefficient of the entrepreneurial strategies on the methods of avoiding strategic drift was (0.303), which means that the avoidance of strategic drift in the surveyed hotels will change by (0.303) if the interest in the entrepreneurial strategies increases by one unit. What supports this is that the calculated value (t) of the regression coefficient amounted to 5.45, which is a significant value at the level (1%), and thus the hypothesis is accepted.

2-2 - The value of the regression coefficient of the engineering strategies on the methods of avoiding strategic drift reached (0.161), which means that the methods of avoiding strategic drift in the investigated hotels will change by (0.161) if the interest in engineering strategies increases by one unit. What supports this is that the calculated value (t) for the regression coefficient amounted to (2.44), which is a significant value at the 5% level, and thus the hypothesis is accepted.

2-3 The value of the regression coefficient of the administrative strategy in avoiding strategic drift reached (0.028), which means that the avoidance of strategic drift in the surveyed hotels will change by (0.028) if the interest in the administrative strategy increases by one unit. But this effect was not significant because the value (t) calculated for the regression coefficient amounted to (0.462), which is a non-significant value at the limits of our current study, Thus, the hypothesis is rejected because the relationship is statistically significant, but it is insignificant.

2-4 The value of the offensive strategy regression coefficient to avoid strategic drift was (0.302), which means that avoiding strategic drift in the researched hotels will change by (0.302) if interest in offensive strategies increases by one unit. What supports this is that the calculated value of (t) for the regression coefficient was (5.45), which is a significant value at the (1%) level, and thus the hypothesis is accepted.

The value of the coefficient of determination ( $r^2$ ) was (0.65), which means that the dimensions of proactive strategies explain 65% of the changes that occur in the processes and methods of avoiding strategic drift, and that the remaining percentage is due to factors outside this model. From the above analysis, the hypotheses were accepted. Above by (75%). This is due to the insignificance of the effect of one of the dimensions of proactive strategies in avoiding strategic drift.

#### **The fourth topic - conclusions, recommendations and suggestions**

##### **First, the conclusions**

1- Adopting proactive strategies to develop hotel services in any hotel organization can achieve a competitive advantage in the market by facing crises that occur in the internal and external environment.

2- The exclusion of proactive strategies is clearly perceived by the target community in the hotels of Karbala and Najaf governorates, as the descriptive analysis showed that all the answers of the study sample were homogeneous and compatible, and this indicates the



extent to which respondents were aware of the dimensions of the strategies, of course, in their general form and based on daily practices, most of them afterwards. Intellectual or philosophical, which needs more depth for working departments.

3- The field study showed the continuous need of hotel managements to review and modify strategic goals and visions according to real or expected environmental variables in order to avoid strategic drift. It was in contradiction with the answers to the unstructured questions and the real reality of the surveyed organizations, and this is due to the lack of clarity of the organization's mission and goals sufficiently by the employees to help it implement its plans and strategies on an ongoing basis.

4- Through the results of the statistical analysis, it was found that there is a strong correlation and influence between the proactive strategies and the methods of avoiding strategic drift.

### **Second, recommendations**

1- The necessity of keeping pace with the employment of modern technology in hotel operations and increasing the proactive (preventive) strategic and executive programs that take the largest space in the work of hotels in the global environment today, By opening markets and various activities, and not limiting hotel performance within a narrow stereotyped framework for limited tourist activities, which is what Iraqi hotels need in general.

2- The need to develop the strategic capabilities of the teams working in hotel organizations, especially the administrative sites, by participating with them in training and development courses that enhance their creative capabilities, as well as introducing them to the need to develop services and programs with high quality specifications that push them to compete with other organizations.

3- Developing and building capabilities that include learning and participation systems and strategic visions that employees share because of their direct impact on the success of organizations and strengthening the elements for facing emergency changes and being well prepared for change, which is one of the mechanisms to avoid falling into the crisis of strategic drift.

4- Developing the capabilities of hotel organizations in general through the readiness of all cadres for change through contexts related to improving confidence in management, administrative support, and supporting relations between management and employees.

5- Strengthening the element of training policies and programs in a way that contributes to reducing the risks that they may be exposed to through strategic drift and at the same time allowing them to present ideas and opinions that the organization can benefit from.

**Third - Suggestions:** The most important suggestions that the researcher seeks to present regarding future studies can be clarified in the following points:

1- The effect of competitive strategies in avoiding strategic drift.

2- The role of the tourism human resource in avoiding falling into strategic drift.

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