



## The Reality of Applying Strategic Drift and its Impact on Maintaining Human Capital “An Applied Study on Administrative Leaders at the University of Babylon”

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### Abstract:

Current Research adopts The study of strategic drift with its factors (Culture, leadership and Strategic planning), As an Independent Variable and its impact on the preservation of human Capital, The Research Seeks To Achieve, a goal Of testing. The Relationship Between, The two Variables and One affecting, The other, from which several main and sub-hypotheses emerged, and were selected (University of Babylon), A community of research and testing of its assumptions, Due To, The Large Size Of, The Original sample, the Sample Of Research consisted of (95) managerial positions in the research organization, in order to verify, the veracity of the hypotheses built as well as to process, The data on which The sample's responses were based, The statistical programmer was used (28 SPSS), and The research employed statistical methods, That were suitable and aligned with its nature, The Study revealed, a correlation and moral impact between the strategic drift at the macro - level of the respondents. Through the act of conserving , The Director of Human capital conducted a comprehensive study, analyzed the research findings, and formulated a series of conclusions, Subsequently, research suggestion were proposed.

**Keywords:** Strategic Drift, Human Capital, administrative leaders.

### Introduction:-

The human component of an organization represents the real power of creativity and innovation through which it can survive and continue in the world of competition, progress and prosperity. The aim of the research is to showcase the basic concepts of management leaders. This group possesses the experience, knowledge and creativity that make its development and preservation required because most advanced organizations, and societies depend on thinkers and creators. Accordingly, The Organization's Strategic drift, permits it to accomplish Constant Realignment Between, its Resources and skills and opportunities and challenges posed, By The external environment and therefore requires organizations to build a culture, leadership, strategic planning, adapt, build, rearrange their resources and not be bound to maximize harmonization with the environment, thereby achieving their established objectives, Given the high burden and responsibilities entrusted to the University's administrative leadership, it urgently needs to organize and manage its behavior well, In order to avoid any problem that might be experienced by the managerial leaders, on the basis of, The Importance of, The Strategic Drift, problem in maintaining, The intellectual capital and in conjunction with previous research efforts, this research came to highlight them and indicate the relationship between them. The first researcher described, The Research Methodology, identifying, The text discusses the research. The second study focused on the theoretical component, research Variables.

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and the third study examined the thought and answers of the sample individuals about the research variables, The findings, were accompanied with essential suggestion for the research organization.

**First Research: - Research Methodology:-** Included the following themes

- 1- **Research problem:-** Changes in organizations in past decades have had a significant impact on their success. As today's business environment becomes more dynamic and complex at the local and global levels, Whatever the organizations control their plans and the leaders, perception of environmental variables, they face significant challenges for competing organizations living in this environment so that they can continue and succeed and face internal and external developments and challenges for their survival and persistence in this environment, which requires increased knowledge and field analysis. The importance of services increases growth and addresses contemporary challenges such as globalization accelerated technological and information development, among others faced by service organizations, including the University of Babylon. (What is the reality of applying strategic drift and its impact on maintaining the human capital of management leaders at the University of Babylon).
- 2- **The importance of research** is gained by the vital and contemporary management topics. That Having a major Effect on, The Effectiveness Of organizations, namely, strategic drift and its impact on preserving human capital, creative products and innovative methods that add creative value to the organization through its human cadre and the extent to which managerial leaders benefit from research results by achieving harmonization and intellectual enrichment among research variables.
- 3- **Research objectives:-** The basic concepts of the dimensions of strategic drift and preservation of the human capital of management leadership, study the relationship and impact between the two variables, and provide the senior management of the researching organization with a scientific perception through which the management methods adopted by it can be developed to develop the organization's expertise, skills and abilities.
- 4- **Research Hypotheses:-**The first main hypothesis, posits that there exists, a morally significant correlation between, The dimensions of strategic drift and its influence on the preservation of human capital, as well as subtypes that arise From it.

The Second Main Hypothesis:- There is a statistically significant relationship between the dimensions of strategic drift and the preservation of human Capital as well as and The, Its Sub- Hypotheses emergence from It.

- 5- **Research community and sample:** - Used analytical descriptive curriculum through the use of identification as a means of collecting data from the research community to access, disaggregate, analyze and interpret data. His appointment represented the University of Babylon and focused on management leadership. She was (95) a leader of the university.
- 6- **Statistical methods used:** - Alfa Cronbach scale was used to measure stability, honesty using the square root of the constant coefficient, test (Kolmogorov- Smirnov) To find out how much data is subject to natural distribution, the weighted computational medium is relatively important and extracted through (weighted computational medium  $\times$  20%), standard deviation, modular coefficient of variation, simple correlation coefficient (Pearson), regression coefficient, simple test T) for moral and impact statement, identification lab (R<sup>2</sup>) to show the amount of effect interpreted by the independent variable in the dependent variable, test (F) to test the morale of the estimated model.

## Second Research: - Theoretical Aspect of Search Variables

**First: - The concept and importance of strategic drift:** A group of writers and researchers recently discussed the topic of strategic drift, some of which were known as (Summit, 2015.1) as the Organization's deterioration in the face of external environmental variables in order to adapt and adapt, and its incompatibility with the internal variables of the Organization. Thus it loses the ability to gain competitive advantage, while (Aishebbi, 2016.50) The inability of the Organization to keep pace with environmental developments in the external environment, the lack of a clear strategy adopted by the Organization, the Department's failure to use new strategies, and reliance on old strategies, leading to its strategic failure (Gajere.2018,76), The Environment In Which, The Organization Operates, is constantly changing and, senior management is unable to understand the developments it faces. Accordingly, the concept of strategic drift, can Be defined as, The gradual decline in competitive behavior, resulting in the Organization's inability to make management decisions in the business environment and its inability to respond to environmental variables. the progressive weakness of the Organization's competitive behavior and the loss of continuity in the business and competition environment..

### Second: Elements of strategic drift

- 1- Strategic culture: - (Jones, 2007, 177) is a set of common values and standards that govern interactions between members of the organization and with individuals working outside the organization. Lunenburg, 2011, 10, is the whole, encompassing all aspects of the acquired behavior that people develop and engage in in any society.
- 2- Strategic Leadership:- It is a modern, leadership and pioneering intellectual curriculum that, through its processes and means, promotes the organization's increased competitiveness and develops its performance (periodic, 2005, 399) and is known by (Gibson et al.2003,299) as the mutual interaction of leading members to exert collective influence to obtain subordinate obedience to the organization's objectives.
- 3- Strategic Planning:- A long-term plan focusing on the organization's activities comprehensively, (Carto, 1997,177).

**Fourth: - The concept and importance of preserving the head of human money:** - It is very important for researchers because (Daft, 2001, 258) shows that there are two types of knowledge that are outright phenomenal, which can be transmitted to others and codified, and implied, that transfer from personal experience and contribute to the transformation of knowledge. To develop the Organization (Edvinsson,2002,51), the concept of human capital is the set of knowledge, experience, skills and creativity that individuals possess, both acquired and personal, in order to best complement the Organization's work and achieve the goals. Target. Achieving its goals in innovative and new ways.

### Fifth: Elements for maintaining human capital

- 1- Knowledge: - This is the result of information accumulated over a period of time, and knowledge is innate or acquired (Jean,2000,65).
- 2- Skills and abilities: - Speed and mastery of work, as well as willingness to acquire skills, and perform the tasks entrusted to him is the individual's ability and skill in possessing acquired skills (Pandey.2013.24).
- 3- Creativity and Innovation: - It is a new and innovative technique used to solve some of the problems of traditional business through his experience as well as the skills he acquired during his work (Lutheran, 1999,55).

## Third Research: - Applied Side of Research

**Firstly:-**the Laddish stability test measures the reliability and integrity of its construction, No changes were made to the user's text. 'The Reliability and Stability test employs a scale

that is reliable and accurately theoretical structure it was designed for." The first letter of the Greek alphabet is called alpha'. Cronbach's alpha is a crucial indicator for assessing the accuracy of measurement in of resolution. Stability in scientific research is a crucial metric for researcher across different fields. As explained by (Serrano ,2003, 311), stability refers to how the values of Cronbach alpha are interpreted To Assess, The Stability and Stability Achieved, in a given, Application Environment as, Shown in (Table 1).

**(Table 1):- Reliability levels according to Cronbach's Alfa value.**

<b>T</b>	<b>( Cronbach's Alfa value )</b>	<b>( Stability level )</b>
( 1 )	( $\alpha \geq 0.9$ )	( Excellent )
( 2 )	( $0.9 > \alpha \geq 0.8$ )	( good )
( 3 )	( $0.8 > \alpha \geq 0.7$ )	( acceptable )
( 4 )	( $0.7 > \alpha \geq 0.6$ )	( Questionable )
( 5 )	( $0.6 > \alpha \geq 0.5$ )	( Weak )
( 6 )	( $0.5 > \alpha 0.5$ )	( unacceptable )

B. Sharma, (2016). "A focus on reliability in developmental Research Through", Cronbach's Alpha among medical, dental and 'paramedical professionals. Asian Pacific Journal of Health Sciences', 3(4), P. 273.

- Validity refers That, The Scale Measures what, It Is actually Designed To Measure, In Other Words, The Scale measures, The phenomenon, Under investigation and, doesn't measure anything else. (Sekrana,2003:206), truthfulness types Content Validity has been used, a judgement metric based on accurately identifying the researcher's subject variables, which Certainly Depends, on, The Amount of Information, he has Studied on, The subject (Schindler & Cooper, 2014,257), In Order to measure truthfulness mathematically, it is equal to the square root of The constant (Abdelfattah, 2008, 565).

**Second:** Stability and honesty factors of the strategic drift variable

**(Table 2) Stability and honesty factor values for strategic drift variable dimensions**

<b>T</b>	<b>Dimensions</b>	<b>Measurement Stability</b>	<b>Structural honesty</b>
1	Strategic culture	0.83	0.90
2	Strategic leadership	0.89	0.94
3	Strategic Planning	0.79	0.87
	Strategic drift	0.84	0.90

(SPSS V.28 outputs)

(Table 2) Shows That all values of strategic drift factors' honesty, stability and stability fall, within The statistically acceptable limits. This Means, That The measure Used To Measure, The study paragraphs is highly stable, which means that researchers can make sound decisions based on the results obtained.

**(Table 3) Stability and honesty coefficient values for variable dimensions preserving human capital**

<b>T</b>	<b>Dimensions</b>	<b>Measurement stability</b>	<b>Structural validity</b>
1	Knowledge	0.80	0.94
2	Skills and abilities	0.86	0.92
3	Creativity and innovation	0.75	0.93
Preserving human capital		0.80	0.96

(SPSS V.28 outputs)

- As Can Be Seen From (Table 3), demonstrates that the Values, of the honesty and consistency of human capital conservation variables fall within a statistically acceptable range means that the measure used to measure research paragraphs is highly stable, which means that researchers to make reliable decisions based on the obtained results.

**Fourth:-** The researcher from, The Data Gathering Tool. has been subjected To a, stabilization. Test and Because, The Hypothesis Test In, The Current Research Depends on, The teacher count, (Parametric Statistics), Which Is Based on, The Basic Assumption That Data, Subject to analysis, Must Be Distributed Naturally, (Normal Distribution), and if, The teaching methods are adopted for Data, That are not Subject, to normal, distribution, Then The Results Obtained ,from Those Tests Cannot Be trusted, (Field,2009,132), although Statisticians indicate, That If a researcher Uses , a Large Sample, as measured By, The Research Community, There is no need To worry about, The normal Distribution of data, (Field,2009:329), However, in order To ensure the accuracy of, The Research results, The Researcher Subjected, The Data Obtained from, The Questionnaire form to, One of The Most Important Tests for natural Distribution of data, namely, a test, '(Kolmogorov- Smirnov)', which Indicates, That if, The Sample Size Is greater Than (35),. Single Test Value Can Be Calculated By, The following law, (Copper&Schindler,2014,623). ( $D = 1.22 / \sqrt{n}$ ).

Where Represents, The Sample Size of (95) individually, The Standard, (D) Value will be, (0.13), if its Value, '(Kolmogorov-Smirnov)', is greater, or closer to the standard, (D) Value at a moral level, (1%), Then Data is Distributed Naturally at The said 'level, and therefore' we will use the tools of statistical analysis' of the naturel, and, The Data Can Be Used in Scientific Reassurance.

**Fifth:** Testing the normal distribution of strategic drift data

**Table (4) Natural Distribution Test of Autonomous Variable Data Strategic Drift**

<b>T</b>	<b>Dimension</b>	<b>Kolmogorov-Smirnov</b>	<b>Value D</b>	<b>Comparison</b>	<b>Resolution</b>
1	Strategic culture	0.16	0.13	Calculated greater than standard	Naturally distributed
2	Strategic leadership	0.17			
3	Strategic Planning	0.15			

(SPSS V.28 outputs)

- (Table 4) Shows that data on, The independent variable (strategic drift) at both the sub- and macro level are subject to natural distribution, making it eligible to undergo teacher analysis tools.

**Sixth:-**Testing the natural distribution of human capital preservation data:-

**(Table 5) Natural Distribution Test of Variable Data of Human Capital Preservation**

T	Dimension	Kolmogorov-Smirnov	Value D	Comparison	Resolution
1	Knowledge	0.17	0.13	Calculated greater than standard	Naturally distributed
2	abilities and skills	0.16			
3	innovation and creativity	0.15			

(SPSS V.28 outputs)

- (Table 5) shows that data on, The subordinate variable (preservation of the human capital), at the sub or total level are subject to natural distribution, making it eligible to undergo teacher analysis tools.

**Seventh:-** Test the correlation and impact hypotheses between research variables:- Pearson's Simple Correlation Method, Will Be Adopted For, The purpose of, Testing, The Main hypotheses regarding the correlation, Relationships Between, The main Variables and, Their sub-dimensions, and table (6) shows, The Simple Correlation factors '(Pearson)'. Between Current ,research Variables and, The Level of Morale '(Sig)', Which Refers To, The Moral Test of, The binding Coefficient, The Sample size (n), In Order To Explain, The Value of The Coefficient of association and. How it is judged, The coefficient Value, will be viewed in five basic Categories as, shown in (Table 6),

**Table 6: Categories for Interpretation of Coefficient Level.**

T	'Interpretation of correlation'	Correlation coefficient value
( 1 )	(There is no correlation )	( R = 0 )
( 2 )	(Full positive or negative )	( R = $\pm 1$ )
(3)	( Weak positive or negative )	( $\pm 0.00 - (0.30)$ )
(4)	( Strong positive or negative )	( $\pm ( 0.70 - 0.31 )$ )
(5)	( Very strong positive or negative )	( $\pm (0.99 - 0.71 )$ )

'(M. Saunders, P. Lewis & A. Thornhill ', (2009), "Research methods for Business Students" 5<sup>th</sup>. ed , Pearson Education Limited : Prentice Hall , England , P.459)'.

**Eighth: -** Test The First Main Hypothesis :- (There is a morally Significant Correlation, Between Strategic drift, and preservation of human capital), The following sub- hypotheses have branched out:

1. There is a morally Significant Correlation Between strategic culture and The preservation Of human capital.
2. There is a morally Significant Correlation Between Strategic leadership and the preservation of human capital.

3. There is a morally Significant Correlation Between Strategic planning and maintaining human capital.

(Table 7) Testing correlations between research variables

Strategic drift	Strategic culture	Strategic leadership	Strategic Planning	Pearson Correlation Sig((2-tailed)	Preserving human capital
0.78	0.80 **	79.0 **	0.77 *		
Degree of trust	< 0.01		< 0.05		
(N)	95				

\* (Correlation is significant at the 0.05 level (2-tailed))

\*\* Correlation is significant at the 0.01 level (2 – tailed ).

(SPSS V.28 outputs).

(Table 7), Shows The Correlation Matrix That Tested The First Main Hypothesis and, its Hypotheses That There are Strong and, morally Significant positive, Correlations at a moral level (1%), Between. Strategic drift, and maintaining, The human capital, its value was (0.78), at an indicative level (1%), A strong relationship is demonstrated by the fact. That The University's management, through its culture, leadership and strategic planning, is capable of maintaining the human capital, and at The level of Dimensions was The Strongest Correlation Between culture and strategic leadership, as the relationship was valued at (0.80) and (0.79) respectively at an indicative level (1%) and is a strong expulsion relationship. While the weakest correlation between strategic planning was due to rapid dynamic environmental variables, their correlation was Valued at (0.77) at an indicative level (5%) which is strong, The Results Obtained from, (Table 7), Indicate A acceptances of, The presumption' of Existence in relation to, The First Main Hypothesis and its sub - hypotheses, and therefore, the Hypothesis States that. (there is a meaningful Correlation, Between Strategic drift. and The (preservation of human capital).

**ninth:-** Test of The Second Main Hypothesis: -( There exists a morally significant impact relationship between strategic drift, and preservation of human capital), which has been branched out by. The Following Sub - Hypotheses: -

1. There is a morally Significant Impact Relationship Between Strategic culture and. The preservation of human capital.
  2. There is a meaningful Impact Relationship Between Strategic leadership and. The preservation of human capital.
  3. There is a Meaningful Impact Relationship, Between Strategic planning and, The preservation of human capital.
- For the purpose of validating, The Effect Hypotheses, the simple linear regression method was used, and The Relationship, Between The Research Variables was Estimated and (table 8) Shows The Results of The Regression.

**(Table 8) Estimate The Relationship of Simple linear Regression Between Strategic drift, and preservation Of human capital**

Dependent Variable Independent variable	Preserving human capital			
	Regression coefficient ( $\beta$ )	Determination Coefficient (R <sup>2</sup> )	value (T)	value (F)
Strategic culture	0.87	75.59	4.25	12.35
Strategic leadership	0.85	73.48	3.78	10.10
Strategic Planning	0.82	68.15	3.94	7.2
Strategic drift	0.85	72.41	3.99	9.88
The tabular F value is at a significance level of 1%.	4.541	The tabular value of T is at a significance level of 5%.		2.35

(SPSS V.28 outputs).

- It is Clear From The Results of, (Table 8), That The decline factor Of The strategic drift Variable and the preservation of the human capital (0.85) Means That if The strategic drift Changes By One Unit, The preservation Of The human capital Will Increase By (85% ), The Effect is moral, Because, The (T Value), calculated (3.99), Is greater than its tabular counterpart (2.353) at a moral level (5%), It also notes that strategic drift explains,( 85%), of changes in the preservation of human capital, while the remainder (15%), reverts, To Other Variables Outside The Current Research Model, The Estimated Model Is, generally moral Because The (value F), calculated Greater (21.35), Than its. Tabular Counterpart (4.541) at a morale level (1%) and, accordingly, Based On The Foregoing, The Second Main premise, Which provides for (A) morally Significant Effect between strategic drift and the preservation of human capital). When reference is made to (table 8) for the purpose of validating hypotheses arising From the Second Main Hypothesis, it is Clear that:

1- The first sub - hypothesis: - There is a morally Significant Effect Of Strategic culture in maintaining the intellectual capital. Table 8 shows that the regression factor (0.87), means, That if The Dimension Changes By One Unit, The strategic culture Variable, Will Increase By (87%). The Effect Was moral, Because (T), Calculated Value (4.25), Is Higher Than its, Tabular analogy at, a moral Level (5%). Of (2.353), The (R<sup>2</sup>) Determination factor is about (75.59), which Means, That The Dimension Explains, The proportion (75.59%), Of Changes In, strategic culture, while the remaining and the (24.41%), Is Due To factors, Other than Within It In The Current Model, We Find That The Value of (F), calculated (12.35), above its tabular analogy (4.541) at a moral level (1%), and Therefore Note That The Estimated Model Is generally moral.

2- Second Sub-Hypothesis: - There, Is a morally Significant Effect between strategic Leader Ship in maintaining, The human capital. (Table 8) shows that the regression factor (0.85). This, Means That if, The dimension, Changes By One Unit, The strategic driving variable, Will Increase by (0.85%). The effect was moral, Because The Value (T) calculated (3.78) is higher than that of the tabular at a level of morale (1%). The Value Of The (R<sup>2</sup>), Determination Coefficient Is, approximately (73.48%), Which Means, That The Dimension Explains, The proportion (73.48%), of changes in strategic leadership, the remaining (26.52%), Is Due To Factors, Other Than The Current Model, The( Value F), calculated



(10.10) is higher than that of a tabular (4.541) at a moral level (1%).

3-Sub - Hypothesis: - There is a morally Significant Effect between Strategic planning in maintaining the human capital. Table (8) shows that the regression factor (0.82) means, That if, The Dimension Changes by One Unit, The strategic planning Variable, Will Increase By One Unit. (82%), the effect was moral because T's calculated value (3.94%), Is Higher, Than its, Tabular analogy at, a moral Level (1%). The (R2) determination factor is about (68.15%), which Means That The Dimension Explains, The ratio. (68.15%),of Changes in strategic planning, While The Remaining (31.85%), Is Due To Factors Other Than within, It In The Current Model, We Find That The (Value F) calculated and reached (13.07) above its tabular analogy (7.20) at a morale level (1%), We therefore Note That, The Estimated Model, Is generally moral, and Based On, The Results In (table 8), acceptance of, The presumption, Of existence in relation to the second, Main Hypothesis, and Its Sub - Hypotheses and therefore, The Hypothesis states, That, (There Is a morally Significant impact, Relation Ship Between strategic drift and, The preservation Of human capital).

#### Section Four: Conclusions and recommendations

##### Conclusions

- 1- Sample universities are interested in research on the topic of strategic drift, to preserve human capital and reach the level of competition with other universities.
- 2- Management leaders have the expertise and skills to cope with accelerated environmental changes using different strategies to conserve human capital.
- 3- Management leaders have the ability to possess a variety of skills to change their way to cope with the accelerated changes of a changing environment.
- 4- Excellent efforts by self-management leaders to carry out their work with flexibility and ability to implement future plans.

##### Recommendations

- 1- Since the phenomenon of the transfer of scientific talents represents the economic and social waste of the organization due to the loss of scientific cadres with the capacity to create and build society and develop, we recommend the establishment of a central committee to provide and maintain the privileges offered to scientific cadres.
- 2- The ability of a successful management team to know the value and importance of human capital, so it is recommended to evaluate and honor senior management leaders in front of others and motivate the remaining individuals.
- 3- The need to involve all senior scientific expertise in the exercise of administrative functions and not to rely on the same face through the use of their functional rotation.
- 4- Organizations seeking competitive advantage through human resources need to develop human resources and increase expertise by participating in various training courses and committees.

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