The Effect of Strategic Surveillance Radar in Reducing Strategic Drift Analytical Research of the Opinions of a Sample of Workers in Private Universities in the Holy Karbala Governorate

Adil Abbas Abed
Business Department, College of Management and Economic, Kerbela University, Iraq.
E-mail: adil.a@uokerbala.edu.iq

Shehenaz Fadhil Ahmed
Lecturer, Department of Business Administration College of Management and Economic, Al-Mustansiriyah University, Iraq. E-mail: shahinaz1974@uomustansiriyah.edu.iq

Ali Hussein Olaywi
Finance Department, College of Management and Economics, Kerbela University, Iraq.
E-mail: ali.olaiwy@uokerbala.edu.iq

Received May 19, 2021; Accepted August 20, 2021
ISSN: 1735-188X
DOI: 10.14704/WEB/V18SI05/WEB18261

Abstract

This research seeks to determine the effect of Strategic Surveillance Radar based on (Khalil, 2019) in reducing Strategic drift based on (Hussein & Abdul Hassan, 2020). Private universities in Karbala governorate-Iraq chosen as a field for research through a questionnaire that included (75) members of the research community, represented by deans, their assistants, and department heads. Some descriptive statistics, correlation analysis and regression analysis used. A set of recommendations submitted to guide them in limiting Strategic drift through adopting Strategic Surveillance Radar.

Keywords

Strategic Surveillance Radar, Strategic Drift.

Introduction

Successful organizations seek to survey and read indicators of the environment and changes that occur in its factors to prepare for, and adapt to in a long-term manner in order to continue in the business sector, and thus seek to strong leadership to meeting the organization’s vision and mission, by influencing the behavior of workers voluntarily. To meet the challenges faced by organization. These leaders are working to create a culture
of Surveillance Radar within these organizations. Imagine a better future, and analyze the environment to exploit opportunities and avoid threats.

Methodology

The Research Problem

The research's problem can be diagnosing it through limited understanding of the correct cognitive content of the research variables that did not receive research attention at the level of private universities in Karbala Governorate. In addition to their weak awareness of the impact of Strategic Surveillance Radar in reducing Strategic drift. Thus, the problem of the current research can summarized in a question (Does Strategic Surveillance Radar have an effect in reducing Strategic deviation?).

Research Importance

1. Focuses on an important topic that affects the competitiveness of private universities and the achievement of their goals.
2. Examining and measuring the effect of Strategic Surveillance Radar in limiting Strategic drift at the level of private universities.
3. Benefiting from the results and the resulting recommendations in determining the strategic Surveillance Radar and its effect in reducing the strategic drift.
4. Presenting proposals to officials in private universities that may contribute to facing the difficulties of implementing Strategic Surveillance Radar and contributing to reducing Strategic drift.

Research Aims

1. Determine level of availability of the two research variables in private universities in the holy Karbala governorate.
2. Determine the correlations between the variables, and which of the dimensions of Strategic Surveillance Radar most associated with Strategic drift.
3. Determine which dimensions of Strategic Surveillance Radar are most influential with Strategic drift.
4. Providing recommendations that contribute to providing the requirements of Strategic Surveillance Radar to benefit from in implementation.
Research Hypothesis

1. There are a significant correlation among variables dimensions.
2. Strategic Surveillance Radar effects on reducing Strategic drift.

Research Variables and Measurements

1. Strategic Surveillance Radar: it represents the independent variable in the research, as the (Khalil, 2019) scale adopted in determining the dimensions of Strategic alertness. It includes four dimensions: (competitive Surveillance Radar, marketing Surveillance Radar, technological Surveillance Radar, environmental Surveillance Radar).
2. Strategic drift: It represents dependent variable, as the scale (Hussein & Abdul Hussain 2020) adopted in determining the Strategic drift variable.

The reliability coefficient (Alpha - Cronbach) for the two variables was as (0.85) for Strategic Surveillance Radar, and (0.88) for Strategic drift.

Hypothesis Model

In light of the research problem and its objectives, a hypothetical model constructed, that shows the impact of Strategic Surveillance Radar (competitive Surveillance Radar, marketing Surveillance Radar, technological Surveillance Radar, environmental Surveillance Radar) on Strategic drift, as shown in Figure (1):

Community and Sample Research

The research targeted private universities Karbala governorate as a community with a focus on University of Ahl al-Bayt University, Al-Safwa University. A human sample sized (80) represented by deans and their assistants and heads department, as the
questionnaire form was distributed to them, and the retrieved reached (75) valid for analysis, i.e. a retrieval rate of (94%). Table (1) shows the general characteristics of the research sample.

<table>
<thead>
<tr>
<th>Gander</th>
<th>Position</th>
<th>Academic achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Female</td>
<td>Dean</td>
</tr>
<tr>
<td>70</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

**Literature Review**

**Strategic Surveillance Radar**

The concept of (Surveillance Radar) in general and (Strategic Surveillance Radar) in particular is one of the recent concepts emerging in the literature of business administration, as Surveillance Radar as a word is taken from the Latin term (veille) which means vigil, and what is said about a person is said about the organization, as it can be said about the organization Awakening If it is aware of the developments and changes taking place in its surroundings and listening to the signals emanating from it, this awareness and listening enables it to make decisions and take appropriate actions in the appropriate manner and time (Mahmoud, 2017). Not limited to (the extent of the caution and caution that the organization takes towards its changing world) (El Hadj, 1993). Or it (the function associated with providing information resources capable of making the organization more intelligent and competitive) (Bergeron, 1993), while (Kourbali, 2012) viewed it as (a process of observing and monitoring the environment, tracking and targeted dissemination of information processed for the purpose of Make Strategic decisions).

We deduce from previous concepts that alertness (is how information is obtained and transformed into the events of something new in the organization. While Strategic Surveillance Radar refers to searching for everything new and in a steady, vigilant manner and constant monitoring of the environment to turn it into Strategic objectives, Strategic Surveillance Radar is an organized method for the Strategic management of the organization. (Bekaddonr, 2014).
Table 2 Shows some of concepts of Strategic Surveillance Radar

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Salah, 2008)</td>
<td>It is a continuous process of information management and decision support in order to develop the organization and ensure its survival.</td>
</tr>
<tr>
<td>(Attansey, 2012)</td>
<td>It is a Strategic process adopted by the organization to confront external competition by relying on scientific foundations and standards to follow up all the developments that may encountered.</td>
</tr>
<tr>
<td>(Dawood &amp; Abbas, 2018)</td>
<td>It is a process of obtaining information, which helps the organization to identify the most important changes that occur in the external environment, especially the latest in the field of production.</td>
</tr>
<tr>
<td>(Hamid, 2019)</td>
<td>It is the process of transferring information acquired within the framework of monitoring the environment in order to discover and sense weak signals indicating threats or opportunities, and it is a system whose aim is creativity and Strategic decision-making.</td>
</tr>
<tr>
<td>(Khalil, 2019)</td>
<td>It is the continuous collective process that a group of individuals undertakes in a voluntary manner; they track, and then use the expected information.</td>
</tr>
</tbody>
</table>

Through the previous definitions of the concept of Strategic Surveillance Radar, the researchers defined it as (it is an integrated process that the organization undertakes with all its personnel in order to ensure continuity in the future).

**Importance of Strategic Surveillance Radar**

Strategic Surveillance Radar is importance for organizations due to the advantages it provides, most notably the following: - (Dawood & Abbas, 2018, Lesca & Castagno's, 2000).

1. Supporting planning processes on all ranges, and contribute to the formation of strategies and the evaluation of goals.
2. Ensuring a good response to customer needs and exploring new markets.
3. Supporting and stimulating the capabilities of innovation, adaptation and creativity, and providing products of higher value to support its competitive position and help in developing other competitive advantages.
4. Strategic Surveillance Radar provides decision-makers with accurate estimates based on information about competitors, technology, thus reduces the uncertainty associated with the decisions taken.
5. Expanding the organization’s capabilities to capture information, anticipate changes, anticipate new opportunities and eliminate potential threats and dangers.

6. Adapting the product to the new changes as well as improving the technical characteristics of production quality and reducing costs.

**Dimensions of Strategic Surveillance Radar**

Dawood & Abbas, 2018; Mahmood, 2017; Khalil, 2019) agreed that the dimensions of the Strategic Surveillance Radar are as follows:-

1- Competitive Surveillance Radar

An activity aims to know the current and potential direct and indirect competitors of the organization through knowledge of their strategies, price and operational policies, new products and services, and their financial results, to find out the current performance of these competitors (Jones, 2012).

Competitive Surveillance Radar considered one of the most important means that help to track the various changes that occur to the organization's environment, as it works to support the planning and follow-up processes through the information it provides about the performance of the organization and its competitors, as well as its contribution to validating the assumptions made. Various Strategic decisions based on it, through the principle of anticipation and prediction of the results that may result from fluctuations in the competitive environment (Meingan & Lebo, 2004).

2- Marketing Surveillance Radar

An activity through which the organization studies the relationship with both suppliers and customers, as well as new skills in the market, and the rate of market growth, and this Surveillance Radar enables the organization to know its strengths and weaknesses in its dealings with the market in order to improve its performance and competitiveness (David, 2008).

Heintz et al. (2016) indicated that this type of Surveillance Radar relates to customers, which focuses on identifying and meeting their needs and on the other hand, focusing on suppliers as they the main supplier of all raw materials that the organization needs in the implementation of its various operations on the other hand to enable the organization It is through this kind of awareness that I build long-term relationships with them.
3- Technological Surveillance Radar

This kind of Surveillance Radar emphasizes the ability of the organization to follow the technological developments of information systems, Internet and other contemporary software as one of the components of the external environment to help identify opportunities and threats related to the technological aspect and employ this in enhancing its competitive capabilities (Savescu, 2014). Technology has become an important Strategic variable as it can be a permanent element of excellence, which necessitates the organization to know its strengths and weaknesses with its technology, and for this it is important that the organization search for a way through which it can monitor the technological environment in order to It is able to achieve sustainable knowledge in order to develop its technological knowledge at the global and local level to protect its future, and therefore it has to prepare a technological alert device that enables it to anticipate various technological changes (Khalil, 2019).

4- Environmental Surveillance Radar

It concerned with the environment of the organization and its elements that have not been taken into account in other types such as (legislative, financial, political, cultural, and social), as these types are no less important than other types of environment, which requires dealing with carefully selected information and great care in terms of analyzing, processing and sending data to decision-makers, who in turn keen on selecting the basic information required in the Surveillance Radar process (Lesca & Schuller, 1995), while (Mezrig, 2010) noted That the implementation of environmental Surveillance Radar is a difficult task for the organization since it concerns a wide aspects of environment, and therefore the organization should deal with the selected information with great care in terms of analyzing, processing and sending it to the decision-makers so that they in turn determine the basic information in this Surveillance Radar process.

**Strategic Drift**

Organizations operate in an environment characterized by constant change and often instability associated with globalization, changes in customer and investor demands, increased competition and market liberalization, all of this leads to uncertainty in the business environment, which leads to making business managers unable to adapt due to the inability to identify opportunities. Effectively exploring new developments, exploring problem areas and issues, and implementing required Strategic responses (Gachanja & Wambua, 2018).
The failure of the strategies followed by organizations to respond to these changes is called what is known as (Strategic drift), which occurs when the organization does not work in harmony with its environment and begins to fail, because the strategy followed is not suitable to maintain its competitiveness or its ability to make Strategic change (Zafirova, 2014).

The concept of Strategic drift has some complexity in definition due to its novelty of the fields it includes. So many organizations have begun trying to study it and find the necessary mechanisms to address it, so that the organization must be flexible enough to develop modern organizational methods and find efficient communications to encourage cooperation between its human resources in order to mitigate One of the situations of drifting you encounter at work (Hussein & Abdul Hassan, 2020).

Table 3 Shows some concepts of Strategic drift

<table>
<thead>
<tr>
<th>Author</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Sammut, 2015)</td>
<td>The gradual deterioration of competitive business that leads to the organization's failure to recognize and respond to the current changes in the business environment.</td>
</tr>
<tr>
<td>(Dwyer et al, 2016:)</td>
<td>The organization’s strategy is gradually moving away from confronting forces in the external environment without any clear direction that leads to a temporary or permanent competitive defect, and thus a decrease in the competitive advantage through administrative shortcomings, increased operating costs, and a decline in innovation and adaptability in the market.</td>
</tr>
<tr>
<td>(Gachanja, 2018)</td>
<td>The gradual deterioration that affects the organization because of the decline in its competitive advantage, which leads to its failure and inability to adapt and respond to the changes that occur in its external environment.</td>
</tr>
<tr>
<td>(Yushkova et al, 2019)</td>
<td>A set of restrictions imposed on the capabilities of workers and those that create unrest, as well as formalizing the work of the organization.</td>
</tr>
</tbody>
</table>

Through previous definitions of the concept of Strategic drift, researchers have come up with a definition (a process of gradual deterioration that the organization exposed to because of its inability to keep pace with the changes that occur to the factors of the surrounding environment).
The Causes of Strategic Drift

Many causes that lead to Strategic drift in organizations, which are (Sammut, 2015; Najm, 2020).

1. Disruption of the organization’s culture: The culture within any organization is an intangible asset, a source of competitive advantage and the main reason for the success or failure of the organization. Strategic drift may occur because the culture is incorrect, and it may be dysfunctional. Management may fail to heed the negative effects of inappropriate culture. Among the indicators of cultural imbalance are low productivity, low morale, absenteeism from work for flimsy reasons, high rate of employee leaving work, etc. Among the main causes of the spread of a toxic culture is poor leadership, and the adoption of double standards for evaluation.

2. Weakness of management: the general management of the organization may calcified in routine work, and suddenly it may discover that a competitor has stolen its market share, or that the demand for its products or services has decreased, or that it has not invested in new technology that could make the organization able to Competition in a changing environment.

3. Weak financial control: Inefficient financial control is a major reason for the failure of organizations, and in the gradual drift of organizations towards failure, as managers are unable to analyze the financial situation, and are unable to achieve the required funding for the budget, and they are also unable to obtain useful information to calculate costs or predict variables Objectively

4. Marketing failure: Marketing to sell products and services is a key factor in determining the success or failure of organizations. Organization may successful in some period, but with the changes of the environment, the management in this aspect may be unable to roll up its arms, or it may not be as enthusiastic as it was in the past (for whatever reason), and thus fail to respond to the changing environment enough to ensure the organization's market share has not decreased.

Hypothesis Test

First hypothesis Emerged from the research aimed to test correlation relationship, while the second hypothesis aimed at testing the effect of Strategic Surveillance Radar on Strategic drift. Table below shows correlations in addition to descriptive statistics.
### Table 4

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>S.D</th>
<th>Csr</th>
<th>Msr</th>
<th>Tsr</th>
<th>Esr</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Csr</td>
<td>3.50</td>
<td>1.49</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Msr</td>
<td>3.72</td>
<td>1.38</td>
<td>*0.25</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tsr</td>
<td>3.55</td>
<td>1.46</td>
<td>*0.344</td>
<td>**0.65</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Esr</td>
<td>3.28</td>
<td>1.69</td>
<td>**0.54</td>
<td>0.58**</td>
<td>0.59**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>SD</td>
<td>4.12</td>
<td>1.20</td>
<td>-0.26*</td>
<td>-0.33**</td>
<td>-0.38**</td>
<td>-0.37**</td>
<td>1</td>
</tr>
</tbody>
</table>

**Significant at (0.01)**

*Significant at (0.05)

The correlation value between the Competitive Surveillance Radar (Csr) and the Strategic drift was (-0.26), while the value of the correlation between marketing Surveillance Radar (Msr) and the Strategic drift was (-0.33) and the correlation between technological Surveillance Radar (Tsr) and Strategic drift was (0.38), finally the correlation between environmental Surveillance Radar (Esr) and Strategic drift was (0.37).

### Regression Relationship Analysis

The current paragraph aims to test the effects of Strategic Surveillance Radar dimensions on Strategic drift by using stepwise method, as the table below shows.

#### Table 5

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>5.002</td>
<td>.282</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- .270</td>
<td>.077</td>
<td>-.379</td>
<td></td>
</tr>
<tr>
<td>Esr</td>
<td></td>
<td></td>
<td>-3.523</td>
<td>.001</td>
</tr>
</tbody>
</table>

a. Dependent Variable: SD

R²=0.14

F=12

It is evident from the above table that only environmental Surveillance Radar effects negatively on Strategic drift. The effect was significant within the level (1%). The (R²) was (0.14), and the calculated value of (F) reached (12), which is significant at the level of (1%).

### Conclusions

1. The information obtained from the Strategic alert system can be used in analyzing the organization's internal and external environment.
2. Strategic Surveillance Radar requires in addition to the technical requirements the presence of qualified human resources in the organization.

3. The good application of Strategic Surveillance Radar allows the organization to realize the necessity of making changes and planning to implement them.

4. The results of the analysis confirmed that there is an effective role for the Strategic mind of human resources managers in reducing Strategic drift.

5. It was evident from the results of the analysis that the levels of Strategic drift among the researched organizations are low.

**Recommendations**

1. Not focusing on one type of Strategic Surveillance Radar, but diversifying in the use of all types of Surveillance Radar with a focus on Surveillance Radar of the environment as it is concerned with the future.

2. The necessity of holding seminars and conferences that would clarify Strategic Surveillance Radar and limit Strategic drift in order to advance the reality of work and avoid any negative impact on work.

3. The necessity of instilling a culture of Strategic Surveillance Radar among university employees by holding introductory meetings about them.

4. The necessity of using internal information to develop new communication policies.

5. The necessity of getting acquainted with the experiences of developed countries in the field researched and benefiting from their results in the Iraqi environment.

**References**


Bekaddour, H. (2014). *Static watch & Intelligence economies*. Theses by magister TLEMNCEN.


Hamid, L.M. (2019). Mediating Role of Strategic vigilance in the Relationship between Competitive Intelligence and Entrepreneurial Performance. Pre-study for a PhD in Business Administration, Sudan University of Science and Technology, Sudan.


Mezrig, A. (2010). *Strategic vigilance as a tool for communicating an organization with its environment.* Faculty of Economic Sciences and Management Sciences - Chlef University.


