

Analyzing the Relationship between the dimensions of the strategic balance and reducing the strategic drift of the National Insurance Company /Applied Research

Farah naser musa¹, Bydaa satar lafta²

^{1,2}University of Baghdad / Higher Institute for Accounting and Financial Studies.^{1,21,2}

Farahmusa32@gmail.com

Bydaastaar@mracpc.uobaghdad.edu.iq

Article History: Received: 11 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 23 May 2021

Abstract:

The aim of the research is to demonstrate the relationship between the strategic balance with its dimensions represented [Information Technology, Employees, Internal processes, Insured (Customers)]Strategic drift goal of his deportation to]Lack of strategic planning, resistance to change, limited focus on the external environment, deterioration of performanceIn the National Insurance Company, a questionnaire was adopted as a tool to collect data and information from the research community, which numbered (64) Searched, and the statistical program was used(SPSS)In calculating(the arithmetic mean , the standard deviation, coefficient of variation , correlation coefficient, test T,variance X 2) The research reached the most prominent results, which are:There is a negative and inverse correlation between the dimensions of the strategic balance and the reduction of the strategic drift of the company, and there are also differences in the response of the research community to the paragraphs of the questionnaire according to the personal and functional variables (age, job location, number of years of service).

Key words: strategic balance, strategic drift.

Introduction:

Under conditions of environmental uncertainty and dynamic constraint, business companies today, regardless of their size or nature of work, find great difficulties in facing the challenges , risks and successive developments, and this is what prompted these companies to adopt the concept of strategic balance, especially insurance companies, in order to solve problems and complications at work at The process of developing strategic plans and achieving the required goals, but most of these companies are still suffering one of the main challenges of the strategic planning methodology, represented by the prevalence of the phenomenon of strategic drift, which implies a decline in the rate of change in the business strategy of a company from the rate of change in its surrounding environment as a result of the failure of the decision maker. strategic interpretation of changes T in the environment, which threatens not to Salah yeh Alrutinh plans approved , so quick many Aacharkat services, including insurance companies today in many countries to resort to the strategic balance in order to bring change and reduce the parameters of strategic drift and achieve strategic goals.

Therefore , this research came to shed light on a vital and important topic, which is the strategic balance and its relationship to the reduction of strategic drift through four topics. The first focused on the research methodology , while the second focused on the theoretical framing of the research and the third topic was concerned with analyzing the results of the research and testing its hypotheses. The most important conclusions and recommendations reached by the research.

The first topic / research methodology

1/the research problem

Through informed researchers it reports the annual company surveyed noted that it suffers from fluctuations marked with total annual revenues, which led to a deterioration of the performance of their work and service delivery of insurance , which the encouraged it to adopt the company under study to for the concept of strategic balance as an important tool to be entitled Coordination harmony Between plans and achieving their insurance goals to improve the efficiency of their performance and reduce strategic drift in various operations , and accordingly , the questions that will be answered in this research are:

- 1-What is the level of response of the research sample and its awareness of the concept of strategic balance and strategic drift?
- 2-What is the nature of the correlation between the strategic balance and the reduction of the strategic drift of the researched company?
- 3-Are there differences in the desirability of the research sample for the paragraphs of the questionnaire according to the personal and functional variables (age, academic qualification, job position, number of years of service)?

2/ The importance of research

- 1-Contributes to research in enriching aspects of knowledge of by identifying the variables (balance strategic, and drift strategic) Vdilaan supplement library science and the fields of research and academic subject matter marked by the scarcity of his research and study.
- 2-The research derives its importance in defining the senior management of the National Insurance Company about the importance of the issue of strategic balance as an important entry point to reduce the problem of strategic drift.
- 3-The research focuses on an economic and vital sector, which is the insurance sector, and therefore its importance stems from what this sector contributes to the development of the Iraqi economy.

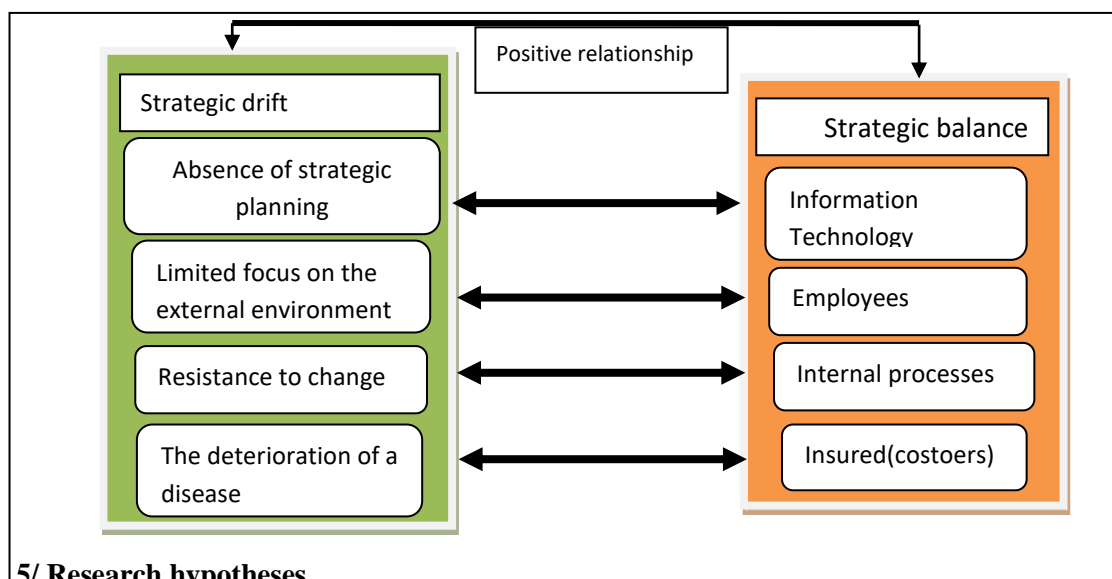
3/ Research objectives

- 1-Determine the degree of arrangement of the dimensions of the strategic balance and the dimensions of the strategic drift of the company.
- 2-Determine the correlation relationship between the dimensions of balance only o Strategic Objective strategic drift of the company.
- 3-Disclosure of differences in the sample's response to the paragraphs of the questionnaire according to personal and functional variables (age, academic qualification, job position, number of years of service)

4/ Hypothesis Research Outline

The figure shape (1)The hypothesis research scheme, which contains two main variables, namely: **the independent variable (x)**: The dimensions of the strategic balance were determined by relying on: (Byed.et al, 2006, Ghoneim 2019). **Dependent variable (y)**: The strategic drift , based on the classification of its dimensions on (Bonnici: 2015, Najm:2020).

Figure (1)Hypothesis research outline



5/ Research hypotheses

- 1- There is a statistically significant correlation between the dimensions of the strategic balance and the reduction of strategic drift in the researched company.
- 2- There are significant statistically significant differences in the respondents response to the paragraphs of the questionnaire according to the combined personal and functional variables of (age, educational qualification, job site , the number of years of service).

6/ Research methodology

The current research relied on the descriptive and analytical approach to information as a suitable method for studying the phenomenon and showing the relationship between the variables.

7/ Research limits

- 1- Spatial boundaries : It is represented by the National Insurance Company , located within the geographical area of the city of Baghdad.
- 2- Human border: include those who hold functional positions in the company surveyed represented official.
- 3- Temporal limits: The period of conducting the research extends from (20/12/2020) to me(25/5/2021).

8/ The location of the research

The current research was applied in the National Insurance Company, which is a public company under the numbered incorporation certificate (54) at 12/24/1997 Repellent t the Ministry of Commerce / Registrar of Companies , has exercised the company all kinds of general insurance (insurance fire, accident insurance, Marine Insurance, Insurance engineering, insurance population Aarat both types of compulsory and supplementary , Civil liability insurance , and life insurance , as practiced re - insurance) , and invests The company has its money in many different types of investment within the framework of development and in a way that serves the national economy, and the organizational structure in the company’s center consists of (11Section) is the (Department of Administrative, Financial Department, Investment Department , Legal Department, Department of Insurance accounts , Computer Department, Technical Department , Internal Control Department , Department of Altj Hizzat and Almstnqmat , maintenance department).

9/ Research community and its description

The adoption of community research in the company surveyed who occupy functional positions represented by (Director General, Director of the Department, Associate Director of the Department, an official Division, an official unit) , of numbering (64) respondents, and the table (1)The description of the research sample explains:

table (1)Description of the research community

Percentage	the number	Categories	the details	T
31.3	20	Mention	Gender	1
68.7	44	Female		
100.0	64		Total	
0	0	25 - less than 30 years old	Age	2
21.9	14	30 - less than 40 years old		
78.1	50	40 years and over		
100	64		Total	
7.8	5	Junior high	Qualification	3
3.1	2	diploma		
84.4	54	Bachelor		
0	0	Higher Diploma		
4.7	3	M.A.		

0	0	PhD		
100	64		Total	
1.5	1	Director general	Career site	4
31.4	20	Director of the Department		
15.6	10	Associate director of the department		
35.9	23	Division Officer		
15.6	10	Unit official		
100	64		Total	
0	0	Less than 10 years	Number of years of service	5
17.2	11	10 - less than 20 years old		
60.9	39	20 - less than 30 years old		
21.9	14	30 years or more		
100	64		Total	

10/ a search tool

The questionnaire was adopted as a main tool for collecting data and information for the field side of the research, which included (24) Paragraph for the dimensions of the strategic balance and (24) paragraph for the dimensions of the strategic drift, so it becomes the sum of the paragraphs of the questionnaire(48) Paragraph on the five-point Likert scale (very high, high, medium, low, very low) and weights(1,2,3,4,5)Straight.

11/ Test of validity and reliability of the questionnaire

The content validity test was performed for the paragraphs of the questionnaire through the peripheral comparison method, and it was valuable (t) Calculated and exaggerated(8 . 789)It is larger than its tabular and rhetorical theory(1 . 962)At a significant level(0.05) Which indicates the validity of the scale in all its paragraphs

As for measuring the stability of the resolution only, the coefficient (Alpha-Crobnach) was used, which reached (0.85)This is an excellent ratio, which confirms the results of the resolution with a high degree.

12/ The statistical methods used

the ready-made statistical program (SPSS) In computing (percentages, weighted arithmetic mean, standard drift, correlation coefficient, test(t) And test(x²)

The second topic: the theoretical framing of the research

First/ Definition of strategic balance

The strategic balance was defined in the specialized literature by several definitions, including:(Barth , 2003: 134)It is a set of mechanisms, methods and visions necessary to help business organizations to perpetuate the integration between the internal and external elements of the organization , and this integration in turn leads to an integrated strategic system . While he knew (Bordum , 2010: 249) As the mechanism of conditioning or the stability of the work as a mechanism balanced, as is maintaining the parts different from the system in a relationship organization in harmony with each other . As for (Ghoneim , 36: 2019) Has been defined as the organization of through working in various levels of managerial achievement of twins and consistency between their operations and the skills of its personnel and technology information and the needs of their customers so moving this balance in the light of the vision of the organization and what is why they are in achieving their goals strategic.

Second : the importance of the strategic balance

can clarify the importance of balance Wallace Strategic Objective as between both)Mithas et al, 2012: 211) (Yousaf & Majid, 2016: 208) (Ayers, 2015: 181(

- 1-Achieving the competitive advantage of the company.
- 2-Contributes to reducing the costs borne by the company in its various operations.
- 3- Improving organizational performance and this effect appears through effective indicators such as increasing sales and profits.
- 4-Improving the quality of services provided to clients, which contributes to maximizing customer value.
- 5- Improving human resource practices.

Third: Dimensions of the strategic balance

There is a difference in determining the quality and number of dimensions included in the strategic balance depending not only on intellectual trends for researchers, as well as the different corporate environment and the type of services provided and the specificity of its work has been relying on the dimensions put forward by both (Byed et al, 2006) And (Ghoneim, 2019):

1- **Information Technology:** show the importance of technology information company through providing a set of information extensive and accurate for managers to help them in the process of control to take and implement their decisions of through the control provided tools technology information and become also a factor catalyst for changes to structural processes and management companies, and all of this output for its ability to improve productivity And reduce costs (Turban, 1999: 5)

2-**Employees** : form class workers wealth important in companies in general and companies insurance so they are supplier who wrestled the companies all the face of obstacles. Comes the importance of the fact that what is done these workers from the activities of service starting from being employees in charge of the performance of a group of activities within the companies and what they can from the service of others (Thompson, 2000: 2). Also it represents workers a component of basic and active in the organization, and they stop the efficiency of performance and control the variables internal and external (Abbas, 2006 : 165)

3-**Internal processes** : all activities and processes in within the companies that are characterized by management and are evaluating this about by the success of the management company in the balance of their strategies and their ability to meet the requirements of customers for through the skills of workers and how to provide services and goods, as well as productivity and their ability to change the procedures of routine regulatory and other of In order to measure the internal performance of management (Ibrahim, 2012 :21). The form administration processes internal effort collectively integrated management processes internal include the performance of the client as required in accordance with the powers specified in the time required using the tools necessary (vera& kalkz, 2007: 55).

4-**Insured (customers)** : Every person moral or natural willing to pay from for possession of a product or more where he found a study (Malshe et al, 2017: 145-158) To the company that aspires to obtain a balance of strategic them to raise the effectiveness of the strategy of marketing, and it should pay attention in more customers, and that all efforts must be directed towards customers and that 's why the existence of any company stems from the value that offers to its customers.

Fourth: Defining strategic drift : Many definitions were mentioned to crystallize strategic drift, for it was defined (Fichet & Giraud, 2007: 12) As a kind of species gap strategy that leads the organization to failure in its work as a result of non-compliance with the environment foreign, while noted T. (Bonnici, 2014 : 1) That he intended to Ba strategic drift is: - deterioration of the progressive site organization 's competitive output from the lack of ability of the organization to keep up with the changes that occur in the environment business and respond to them, and knew (Gajere, 2018: 76) As a decline which witnessed organizations in the performance of the strategic result of the environment complex and dynamic that operates within its borders, and visions limited to the management of the upper and lack of presence of the ability to monitor developments that they face in the work.

Fifth, the reasons strategic drift : people seeking many of the reasons that lead companies to the occurrence of the phenomenon of strategic drift, including the following (Larsen, 1998: 4)(Harris et al, 2009: 416):

1-Ambiguity of strategies, ambiguity of goals, and companies' lack of flexibility in organizational culture.

2-Increasing errors and their accumulation and weak tools for innovation in companies .

3-Predominance of traditional ideas and lack of awareness of environmental variables. 4- Weak ability of managers to explain external environmental changes and their lack of analytical tools and failure of strategies. Keeping pace with evolution .

Sixth: Dimensions of strategic drift

Strategic drift includes a number of dimensions, and the dimensions proposed by each of the researchers were chosen (Bonnici, 2014) And (Najm , 2020) It is as follows:

1-Absence of strategic planning: sees (Kabui 2018: 20) Planning is the most important tool that companies adopt in order to conduct environmental analysis, he mentioned (Jubouri,2019:102) The absence of strategic planning is a lack of interest in companies in accordance with the adoption of business planning as well as systematic lack of ownership of the strategic plan to achieve Najj that you want, while (Najm,2020:108)The absence of planning is one of the negative indicators in the work of the administration that results from ignoring the companies by making planning a consultative currency and the weakness of their commitment to a clear vision in addition to the lack of clarity of goals for the employees and the lack of programs to implement the plan.

2-Limited focus on the external environment: know the environment external to it range forces and factors external that affect a direct and non - direct companies (military, 2000:58) , And play a limited focus on the environment the external role of the alarm clock early organization when the emergence of the features of drift strategic and that these limitations may be produced by the unit market

competition, and in order to reduce the monopoly of products or services from by the organization one (Bonnici, 2014 : 2).

3- Resistance to change : custom (Zander, 1972: 66) That conduct deliberate that route of the individual to protect himself from the effects of change truth or delusional , and that resistance to change the phenomenon of multiple forms of faces and cause delays and Colva degrees and Garmtoukah with rumor arent stability in the process of change and strategic (Ansoff, 1988: 67) The resistance Alngaa t is to refrain from change or lack of compliance with a degree required and maintain the status – based.

4-Deterioration of performance: That the performance of the trap of that system integrated to the results as the work of companies in the light of their interaction with the elements of their environment internal and external . The companies are in a state of decline due to the complexity of their operations (Okuyem, 2014; 42)And mentioned(Bonnici, 2014 : 2) The deterioration of the performance signal later discovered after the occurrence of damage and foot - dragging where the intervention of management at this stage , the unrest is difficult to it to achieve its objectives . To remedy this, the company must change its strategies in order to avoid its decline and its exit from the marke.

The third topic: Analyzing the research results and testing its hypotheses

1/ Analyzing the research results of the strategic balance variable

Than through the same search for answers to all of the dimensions of strategic balance, it showed the results of Alth Lille Statistical Table (2)The following :

1-The total mean of this variable is (3.29)It is a value greater than the amount of the hypothetical average amount(3)On the measurement area and is within the range (2.61 - 3.40) , Which gives an indication of the average degree of response shown by the respondents towards all dimensions of the strategic balance variable, and the value of its total standard deviation is (0.507)It indicates a slight dispersion in the opinions of community members, which shows the extent of agreement of the research sample about the strategic balance variable.

2-For the purpose of indicating which dimension of the strategic balance is more important than others, the coefficient of variation is used depending on the arithmetic mean and the standard deviation, and the dimension of the workers has achieved importance in the first place according to the opinion of the respondents because the value of its coefficient of variation is smaller than the same

value for the other large dimensions (16.89), And after information technology ranked second with a difference coefficient of (18.23), And then it came after the internal operations in the third rank with a difference factor (18.68), While the number of the insured (customers) came fourth and last by a difference factor of (23.84), According to the perception and the perception of society in the national insurance company under terms of importance, note that there is a great convergence between with the hope of dispersion for each balance dimensions of the strategic except after the insured (customers) , this shows the need for the attention of leaders in the national insurance company substantially all dimensional and development toward the fitness especially dimension of the insured (customers) larger an independent but a (customers).

table(2) The order of importance to the dimensions of the balance of strategic depending on the coefficient of variation

Dimensions of strategic balance	Arithmetic mean	standard deviation	Coefficient of variation	Coefficient of variation
Information Technology	3.45	0.629	18.23	2
Employees	3.48	0.588	16.89	1
Internal processes	3.26	0.609	18.68	3
Insured (customers)	2.99	0.713	23.84	4
Total	3.29	0.507		

2/ Analyzing the research results of the strategic drift variable

1- reached the total central arithmetic mean of this variable (2.59) Which is less than the adult hypothesis (3) Which indicates the degree of support for low slanted because to bemoderate intensity shown by the community in the company insurance national towards all the dimensions of a variable drift strategic, and reached the value of the total deviation of the standard to him (0.615) , Which refers to the dispersion is limited in the answers, and this is due to the degree of consensus , especially towards the decline, and thus thehomogeneity of the views of the community respondent to some extent what.

2- For the purpose of the statement of the order of the dimensions of the drift strategic According to the opinion of the respondents, use the coefficient of variation depending on thecenter arithmetic and deviation standard, has been achieved after a limited focus on the environment external ranked first because the value of the coefficient of variation for its smaller than with the value of after the other , which amounted to

(23 . 06) , Followed after resisting change ranked second by a factor of difference reached (27 . 553) , and then the dimension of the absence of strategic planning was solved in a third, with a difference factor of

(30 . 20) , And resolve after the deterioration of performance Fourth and finally by a factor of a difference of (36 . 38) , Noting that there is a discrepancy between different factors for all dimensions, so the National Insurance Company should pay moreattention to all dimensions in the future in general, especially the two dimensions of the absence of strategic planning and deteriorating performance . And table (3) Explains the dimensions of the strategic drift according to the coefficient of variation.

table (3)Arranging the importance of the dimensions of the strategic drift according to the difference coefficient

strategic drift	Arithmetic mean	standard deviation	Dimensions of Coefficient of variation	Arrangement
Absence of	2.50	0.755	30.20	3

strategic planning				
Limited focus on the external environment	2.90	0.669	23.06	1
Resistance to change	2.58	0.711	27.55	2
The deterioration of a disease	2.38	0.866	36.38	4
Total	2.59	0.615		

3/ testing the correlation hypothesis

Table indicates (4) To the correlation relationship between the research variables as follows: To test the validity of the hypothesis that states (there is a significant correlation relationship between the dimensions of the strategic balance and the reduction of the strategic drift of the researched company).

table(4) Values of coefficient of correlation Spearman test (T) To moral relationship between the search variables

Y	X Dimensions of strategic balance	Spearman's correlation coefficient (r)	Value Calculated (T)	Indication
Strategic Drift	Information Technology	-0.338	2.827	D. morally
	Employees	-0.213	1.716	D. morally
	Internal processes	-0.490	4.426	D. morally
	Insure (customers)	-0.548	4.158	D. morally
	Total strategic balance	-0.513*	4.705	D. morally

Value (T) Tabular at a significant level (0.05)And degree of freedom (1.670= 62)

It is evident from the following table (4) results:

1- Results indicated table (4) The value of the coefficient of correlation Spearman total between variable balance strategic and variable drift Strategic has reached (-0.513) which is the value of a negative inverse trend with significance significant at the level of moral (0 . 05) And (0 . 01) Given that the value is (T) Its calculated and exaggerated (4 . 705) Larger than its counterpart Tabulated , which is equal to (1,670) And (1 . 999) At the same level of significance (0 . 05) And (0 . 01) On the straight, and the interpretation of this result, the interest balance strategic in the company insurance national will help in the decline and low drift strategic in the company itself.

2- The value of the coefficient of correlation Spearman between after technology information and drifting strategic has reached (- 0.338) which is the value of a negative inverse trend with significance significant at the level of moral (0.05) And (0.01) Given that the value is (T) Its calculated and

exaggerated (2.827) Larger than its counterpart Tabulated , which is equal to (1.670) And (1.999) At the same level of significance (0.05) And (0.01) On the straight, and the interpretation of this result, that interest in technology information in the company insurance national will help to reduce drift strategic in the company.

3-The value of the Spearman correlation coefficient between the dimension of workers and the strategic drift variable (-0.213) It is a negative value in reverse direction of a significant function at a significant level (0.05) And not a function at a significant level (0.01)For being valuable (T) Calculated and exaggerated (1.716) Larger than its adult tabular counterpart (1.670)And smaller than its counterpart (1.999) On respectively, it means this result is that interest in workers leads to a reduction of drift strategic in the company insurance national.

4- The value of the coefficient of correlation Spearman between after operations internal variable drift Strategic has reached (-0 . 490) It is a negative value in reverse direction of a significant function at a significant level (0.05) And (0.01)For being valuable (T) Calculated and adult (4.426) Greater than its tabular counterpart, which is equal to (1.670) And (1.999) On respectively and both levels of morale, and thus we conclude that the development of processes internal and attention to them more will reduce the drift strategic in the company insurance national.

5- As was the value of the coefficient of correlation Spearman between after the insured to them (customers) and a variable drift strategic has reached (- 0 . 548) It is a negative value in reverse direction of a significant function at a significant level (0.05) And (0.01)For being valuable (T) Calculated and exaggerated (5.158) Larger than its adult tabular counterpart (1.670) And (1.999) On respectively, and indicate the result to that interest insured them (customers) and Mraathm is the largest in the work of the company insurance national will lead to a decline in the drift strategic company and vice versa is true.

Overall , as a result of the verification four relations function moral of the origin of four relations , conclude acceptance of the hypothesis Alri is why its first research , which provides for the " no relationship correlation significantly with significance statistically between the balance of strategic and reduce the drift strategic in the company surveyed.

1) **The difference hypothesis test:**

For the purpose of the second test the validity of the differences which states (there are differences significant with significance statistically in response to the respondents to the paragraphs of questionnaire combined , according) to the variables of personal (age , qualification of scientific , level career , the number of years of service) will use Chi – square.

table (5)Analyzing the differences in the sample's response to the paragraphs of the questionnaire according to the personal and functional variables

Indication	The level of morale	Degree of freedom	The value of chi-square ²) X (Tabularity	The value of chi-square ²) X (Calculated	Personal variables
Morally significant	0.05	3	7 . 81	3.828	Age
	0.01		11 . 34		
D. morally	0,01	9	16 . 91	19.378	qualification educational the
	00.1		21 . 66		
Morally significant	0.05	9	16 . 91	14.284	Career Level
	0.01		21 . 66		
Morally significant	0.05	6	14 . 44	8.908	Number of years of service
	0.01		18,54		

It is evident from the results of the table (5The following):

1- Age : not there are differences significant variable age for the overall resolution due to the fact that the value of square chi (X^2) Calculated and exaggerated(3.828) Smaller than its counterpart Tabulated amounting to (7.81) And (11,34)And for both levels of moral (0.05) And (0.01) On a row, and this refers to that there is a convergence remarkable for the age of members of the sample search of the terms of competence , ambition and expertise than the reason for lack of the existence of differences in the thinking of members of the community towards the subject of research and the whole questionnaire.

2-qualified scientific : there are differences significant variable qualified scientific to the overall resolution at the level of moral (0.05) Because the value of the square chi calculated the amount of (19.378) Larger than its counterpart Tabulated amounting to (16.91) And smaller than its adult tabular counterpart (21.66) At a significant level (0.01) On respectively . This refers to the differences clear in the level of cultural and scientific sample , as the majority of its members from obtaining a certificate of bachelor with a variety of certificates and other, which made the existence of differences in response among them paragraphs Alspainh.

3- Location Career : Non - existence of differences function was significantly variable site functional to the overall resolution of the fact that the value of square chi calculated the amount of (14.284) Asgbr from its counterpart Tabulated amounting to (16.91) And (21 . 66)And for both levels of moral (0.05) And (0.01) On a row, and this means that members of the community levels of administrative variety convergent , which makes differences think of where the site career community research to balance the strategic drift and strategic together to end both convergent.

4- The number of years of service : there are no significant significant differences in the variable of the number of years of service for the total questionnaire at a significant level (0.05) And (0.01) Because the value of the square chi calculated the amount of (8.988) Smaller than its counterpart Tabulated amounting to (14.44) And (18.54(And for both levels of moral (0.05) And (0.01) On a row , and this refers to the diversity of the reconstruction of members of the community , which is linked to a fairly large paragraph old community search , which causes the lack of presence of differences in their experiences from where to see members of the community throughout the years of service for Transgender search to end both

Overall , as a result of the verification teams D moral of continued four absence of differences assumed , we conclude not to accept (rejection) hypothesis , which provides for the " there are differences of significance significantly in response to the community paragraphs questionnaire combined , according to the variables of personal (age, pain occurred Aloziv me , the number of years Service).

The fourth topic: conclusions and recommendations

1/ the conclusions

1-The results of the research showed that there is agreement by the researched sample with a medium degree to the strategic balance variable , while the degree of agreement for the strategic drift variable was low .

2-After the employees in the dimensions of the strategic balance, it achieved the first rank, then it came in the second place after information technology, then in the third place the internal operations. As for the insured (customers), it ranked fourth and last.

3-After the limited focus on the internal environment, it achieved the first rank, then after resisting change it came second, and after the absence of strategic planning, which came in the third rank , while after the deterioration of performance it came fourth and last.

4-The results of the research revealed that there is a negative and inverse correlation between the dimensions of the strategic balance and the reduction of the strategic drift of the company.

5-The results of the research showed that there were no differences in the sample responses about the whole paragraphs of the questionnaire according to the personal and functional variables (age, job location , number of years of experience)

2/ Recommendations

- 1- The need for Iraqi insurance companies to focus on the insured (customers) through the development of electronic insurance services that would reduce service delivery time to a minimum
- 2-The company realizes the importance of strategic balance and urges its working staff to apply its fundamentals when executing operations
- 3-The research recommends adopting public companies and insurance companies in particular the strategic balance approach through the strategic planning approach and making the planning process flexible, as it is an important entrance to reduce the strategic drift
- 4-The interest of the researched insurance company in attracting and attracting talents and holders of higher degrees, and appointing them to administrative and leadership positions to advance the insurance status in Iraq

: Sources

- 1- Ayers,R.S.(2015).Aligning Individual and Organizational Performance: Goal Alignment in Federal Government Agency Performance Appraisal Programs. Public Personnel Management, 44(2)
- 2- Barth, H (2003),Strategic Fit among Competitive Strategy Administrative Mechanisms, and Performance: A comparative study of small firms in mature and new industries ,Journal of Small Business Management, Vol. (41), No.(2).
- 3-- Bordum,A. (2010). The strategic balance in` a change management , Emerald Group Publishing Limited.
- 4-Byrd, T. A., Lewis B. R., and Bryan R. W. (2006). The Leveraging Influence of Strategic Alignment on IT Investment: An Empirical Examination. Information & Management.
- 5- Fichet, H., & Giraud, L. (2007), "How the information flow is processed in project-based companies compared to others and how it affects strategic drift", Master Thesis, Umea School of Business, Umea University, Swedan.
- 6- Gajere, M. (2018). The Impact of Strategic Drift and Tactical Wear - out: An anecdote Example: The Case of the Distribution of Petroleum Products by Nigeria NationalPetroleum Corporation (NNPC). International Journal of Emerging Trends in Social Sciences, 3(2), 74-79.
- 7-Ghoneim , Mohamed Ahmed (2019), Altoazat strategic and its impact on the effectiveness of the decision : study Mdiagnh application to the Directorate of affairs scientific province Dakahlia , message MA , University of Mansoura , Egyp
- 7--Harris, M, Dopson, S& Fitzpatrick, R, (2009), "Strategic Drift In International Non – Governmental Development Organizations": Putting Strategy in the Background Of Organizational Change, Public Administration And Development, Future, 40 (3)
- 8- Kabui, C. A., Machuki, V. N., Yabs, J. K., & Njihia, J. M. (2018), Strategic planning process and performance of accredited universities in Kenya: The moderating effect of organizational characteristics , DBA Africa Management Review, Vol 8 , No.
- 9- Larsen, M.H. (1998). Organiza□onal Learning as A test-bed for Business Process Reengineering. Institute of Electrical and Electronics Engineers (IEEE)
- 10- Malshe, A., S. B. Friend, J. Al-Khatiba, M. I. Al-Habib, and H. M. Al-Torkistanid. (2017). Strategic and Operational Alignment of Sales-Marketing Interfaces: Dual Paths within an SME Configuration. Industrial Marketing Management. Management) , 2nd ed. , South-Western, Pub. Co., New York, 1972.
- 11- Mithas, S., Tafti, A., Bardhan, I., and Goh, J. (2012). Information Technology and Firm Profitability: Mechanisms and Empirical Evidence. MIS Quarterly, 36(1)
- 11- najm, Osama Abdel - Rahman (2020), the role of preparedness strategy in the reduction of indicators drift strategy according to the perspective of capabilities essential , the University of Tikrit , Iraq.
- 12- Okuyemi, Peter, (2014), "Strategic Drift Of Clinton Cards Audit Of Clintons Position In Greeting Card Industry And Recommendation", Master Thesis General Business, Anglia Ruskin University.

- 14- Sammut-Bonnici, T. (2014). Strategic Driet. Wiley Encyclopedia of Management, 12(1-4)
- 15- Thompson, J.L. (1999). A strategic Perspec□ve of Entrepreneurship Internaconal Journal of Entrepreneurial Behavior & Research, 5(6), 279-296.
- 17- Turban,Daniel B.(1999). Information Technolgh and Management Information system 10nd ed ,John wileyljons Inc, new York.
- 18- Vera, A., Kuntz, L. (2007) Process-based organization design and hospital efficiency, Health Care Management Review, (32)
- 19- Yousaf, Z., and A. Majid. (2016). Strategic Performance through Inter-Firm Networks: Strategic Alignment and Moderating Role of Environmental Dynamism. World Journal of Entrepreneurship, Management, and Sustainable Development, 12(4).
- 20- Zander, A. Resistance to change its Analysis & Prevention (Human Relation in Management) , 2nd ed. , South-Western, Pub. Co., New York, 1972.