

The role of knowledge management processes in reducing strategic drift within the framework of knowledge leverage strategies. An analytical study of the opinions of a sample of academic leaders at the University of Kirkuk

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Abstract: Using a knowledge-based perspective, this study examines how knowledge management processes influence reducing the strategic drift and then looks into the moderating role of knowledge leverage strategies. The research discovered a considerable favourable influence of knowledge management processes on reducing strategic drift. The evaluation also indicated that knowledge leverage strategies have a substantial moderating effect on reducing the strategic drift, particularly its effect on reducing the absence of strategic planning. The study's importance originates from the paucity of research on knowledge management processes and studies on knowledge leverage tactics as a predictor of reduced strategic drift. Additionally, there has been little research on the impact of knowledge leverage techniques on the relationship between knowledge management practices and strategic drift. This research is one of the earliest to look into these interconnections.

Keywords: knowledge leverage; knowledge management processes; strategic drift.

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1 Introduction

In accordance with the knowledge-based perspective, contemporary organisations perceive knowledge management as a crucial and significant strategy for achieving long-term advantages in competition. Knowledge is a valuable commodity and a strategic resource that, when correctly managed, can increase an organisation's learning and innovation capabilities, resulting in improved organ performance (Chen et al., 2020). Knowledge is a valuable and strategic resource that, when properly managed, may help organisations develop capacities such as learning, resulting in increased organisational success (Abdulmuhsin and Tarhini, 2020). Knowledge management refers to the regulatory practices that apply to information processing across an organisation's whole structure (Natalicchio et al., 2017). From a process standpoint, all fields of study of an organisation concentrate on producing, processing, and integrating knowledge inside organisations, which is the cornerstone of knowledge management theory (Gaviria-Marin et al., 2019). As a result of its enormous impact on an organisation's success, knowledge management processes are among top management's strategic decisions' priorities (Martins et al., 2019). However, management must urge subordinates to effectively implement knowledge management processes to adopt successful knowledge management (Bavik et al., 2018). Even though organisations are becoming more interested in adopting and implementing knowledge management, recent surveys have shown that knowledge management is declining due to poor deployment performance (Atapattu and Ranawake, 2017). Even if the knowledge leverage of organisations has recognised it as a strategic goal, determining knowledge management initiatives and methods is critical. What are the essential factors that contribute to avoiding strategic drift's causes?

Organisations frequently use the right strategy to successfully manage knowledge assets (Tse and Mitchell, 2015). For example, Abdulmuhsin and Tarhini (2020) and Latif et al. (2020) have recently investigated knowledge management that influences how organisations confront knowledge management (socialisation, combination, externalisation, and internalisation) procedures based on empowerment, incentive, and foresight (Atapattu and Ranawake, 2017). Thus, knowledge management is one of the most important elements impacting the success of businesses in how they employ technology – knowing the availability of knowledge leverage requirements. The disclosure of the organisation's achievements and drawing attention to it leads to accelerating and contributing to the achievement of the knowledge lever better than other organisations (Almola, 2014). Researchers have split the field in recent years knowledge leverage research approach into three strategies that include codification strategy, personalisation strategy, and focus strategy (Kovacic, 2006; Almola, 2014). The first strategy is the codification strategy based on explicit knowledge, codified knowledge with model databases, and such a strategy requires substantial resources for development (Al-Karawi and Al-Atwi, 2014). The second strategy is the personalisation strategy, which relies on tacit knowledge that focuses on interaction and communication between individuals (Al-Thabayat, 2017). The third strategy is the focus strategy, and this strategy is concerned with distributing and disseminating the organisation's current knowledge depending on the focus on the mechanisms of knowledge sharing and dissemination. It is concerned with meeting the organisation's need for new knowledge, and this aspect is directed towards learning and creativity, focusing on knowledge generation mechanisms

(Souleh, 2013). It examines the reasons behind the failure of organisations to perform their work despite the abundance of knowledge they possess. Moreover, the conditions for organisations is to remain in their field of work and their ability to achieve competition. Davenport and Prusak (2009) provide an intellectual scheme to study the possibility of raising resources based on planned knowledge by linking theoretical perspectives with each other and studying different relationships (Davenport and Prusak, 2009). Recent knowledge leverage, according to studies, shows a significant increase in the number of people looking into the topic. Provide an intellectual scheme to study the possibility of raising resources based on planned knowledge by linking theoretical perspectives and studying different relationships (Mouzas and Ford, 2012), to benefit from knowledge and knowledge management possessed by different societies in the context of modern technology and communications (Almola, 2014). However, recent literature suggests that the importance of knowledge management process patterns in the success or failure of knowledge leverage is a never-ending argument, is considered a tool for competition between organisations at the local and global level, and thus the knowledge leverage achieves the strategic goals that the organisations seek (Al-Zubaidi and Al-Mawla, 2016).

Strategic drift is a well-established concept that reflects the dynamics of business. Therefore, it merits a lot of academic and empirical attention determining the positive role of strategic leadership in its dimensions to avoid strategic deviation in its dimensions by investing weak signals in its dimensions (Al-Jubouri, 2019). Furthermore, there is still much to learn about the processes that may be used to prevent strategic drift from spreading, knowing the role played by the strategic mind of human resource managers in reducing the levels of strategic drift (Hussein and Abdelhassan, 2020). Strategic drift the reactions of subordinates are one of the most significant factors that have been mostly overlooked (Najem, 2020). This chasm in prior research is critical in figuring out how subordinates work interact and their co-workers inside the face of knowledge leverage and how this impacts strategic drift mitigation. However, it is essential to conduct a critical analysis of the organisation under study to determine the causes of the strategic drift (Okuyemi, 2014), in order to explore the factors that cause strategic drift in government agencies in the infrastructure sector to reduce the identified gaps to reach the required strategic fit (Alshebli, 2016) as well as identifying and knowing the determinants of strategic drift and its impact on the performance (Maosa and Gatobu, 2015). In the 21st century, the workplace has evolved into a complicated setting. Employees' well-being, behaviour, and emotions play critical roles in determining an organisation's success and performance (Ocampo et al., 2018).

However, the leadership that leads to adopting knowledge management initiatives (e.g., knowledge management processes) should not be overlooked. Knowledge management has recently piqued the curiosity of academics all around the world (Wu et al., 2018). Studies such as Almola (2014), as well as Mouzas and Ford (2012) urged further research into the intricate linkages that knowledge leverages, both theoretically and experimentally. The significant indications of strategic drift include a homogenous mindset, maintenance of the status quo, internal concentration, and a deterioration in performance, as we have seen. The features of cognitive mapping and organisational culture are the causes of strategic drift. So far, there has been no research on the strategic drift (Najem, 2020). They can have impacts on the job, including education, creativity, employment happiness, job security, and productivity, according to growing and limited research on knowledge leverage (Almola, 2014). These issues exacerbate one another,

hampering scientific communication, knowledge accumulation, and empirical study into the distinctive behaviours that underpin knowledge management processes and their impact on the strategic drift. The goal of this research is to close the gaps that have been found. The following research questions are addressed in this study:

- RQs: Are organisations utterly aware of the influence of knowledge management processes on strategic drift reduction? In this connection, what function do knowledge leverage strategies play? Does the influence of knowledge management processes on decreasing indications of strategic drift improve due to knowledge leveraging strategies?

Filling up the gaps leads to a plethora of contributions. This research adds to the body of information about knowledge management procedures. As stated by Almola (2014), this study aims to provide a precise definition of knowledge leverage (Al-Zubaidi and Al-Mawla, 2016) to define the concept's bounds and distinguish it from similar strategic drift patterns. In addition, to organise a coherent theoretical foundation several studies have focused on the detrimental consequences of strategic drift in organisations (Hussein and Abdelhassan, 2020; Alshebli, 2016; Maosa and Gatobu, 2015; Okuyemi, 2014). Our research presents and experimentally tests a model that describes how knowledge management processes impact strategic drift reduction. This research also considers issues of writers and researchers alike and Al-Jubouri (2019) and Najem (2020), who want to know more about the relationship between knowledge management processes and knowledge leverage and how to analyse this relationship in order to improve organisational practices. Our methodology is designed to include knowledge leverage into the connection between knowledge management processes and strategic drift. To establish a framework within which future research in this field may be carried out. Furthermore, this study adds to the body of knowledge on knowledge management processes by elucidating the significance of knowledge leverage techniques in decreasing strategic drift. Our research was divided into five sections: an introduction, theoretical background and hypothesis development, empirical data, study design findings, and a debate about the findings.

2 Theoretical foundations and development of hypotheses

2.1 Knowledge management processes

In accordance with Latif et al. (2020), knowledge management processes are purposeful managerial procedures for producing, archival, dissemination, and applying knowledge to assist organisations through learnt best practices and lessons learned. Organisations recognise the importance of knowledge management processes as a significant priority and a significant skill that is possibly utilised to encourage invention successfully and other forms of organisational creativity targets in the face of shifting and uncertain conditions (Kianto, 2011). Knowledge management focuses on individuals sharing knowledge, raising the organisation's new image, and extracting the added value of knowledge (Gasson and Shelfer, 2007). To raise personal knowledge and facilitate knowledge creation, preservation, and reuse (Hamid et al., 2007), knowledge management procedures differ in today's knowledge management literature (Zaim et al., 2018; Teixeira et al., 2018). This variation, Andreeva et al. (2011) claim the simple usage

of various terminologies explains that to highlight comparable aspects of the process. Most researchers, such as Gasson and Shelfer (2007), believe that Hamid et al. (2007), Yang and Yen (2007), Nickols (2003), Gasson and Shelfer (2007), Andreano (2008) and Huang (2009), identified four key knowledge management processes: socialisation, combination, externalisation, and internalisation. Knowledge management is concerned with developing, disseminating, and applying knowledge in the organisation to maximise and sustain competitive advantage (McElroy, 2002).

These are dynamic processes and feature a network-like structure in a logical order. Knowledge management cannot be thought of as a linear having an essential construction step. Instead, they reflect a dynamic and ever-evolving cycle of life that includes interactivity and feedback (Denizhan Kalkan, 2008), as the process used by organisations to balance the discovery and application of new knowledge (Zack, 1999). Individuals build knowledge and understand the world through their experience and interaction to create organisational knowledge (Huang, 2009). To be effective, knowledge management processes must provide worker subordinates with the knowledge-based competence to grow their information, knowledge, and experience (Aujirapongpan et al., 2010). To increase it in a specific field and exploit the opportunity obtained and identify its internal and external knowledge (Hansen et al., 1999). Economies have developed a lot and have shifted from manufacturing processes and activities to processes based on knowledge management (Chan et al., 2002). Moreover, the competitive dimension of organisations lies in how to create knowledge (Chong and Hilb, 2003).

2.1.1 Socialisation process

Socialisation occurs through the exchange of experiences; as a result, tacit knowledge is created, such as exchanging mental models and technical abilities (Yang and Yen, 2007). The goal of the socialisation process is to acquire and generate new information that organisation leaders may utilise to limit their rivals by encouraging subordinates to extend their learning and creativity (Yasir and Majid, 2017; Mirzaie et al., 2019; Jali et al., 2016; Migdadi et al., 2017). The term ‘socialisation’ refers to the process of a person becoming more social, adapting and developing knowledge to sharing through participation in work practices and individuals acquiring skills and experience from the group and sharing with them (Gasson and Shelfer, 2007). Socialisation may offer companies the capacity to generate value via individual workers to maintain competitive advantages by incorporating it into the organisational knowledge system. Consequently, businesses expand and develop (Wee and Chua, 2013; Nonaka and Toyama, 2005; Mitchell and Boyle, 2010). Providing a means enables organisations to create shared experiences and exploit them to participate with their best tacit knowledge and convert tacit knowledge into tacit knowledge (Nickols, 2003).

The socialisation process begins with determining the available knowledge resources and researching internal and external sources of knowledge (Martelo-Landroguez and Cepeda-Carrion, 2017). Organisations use the socialisation process to strengthen organisational cooperation (Cepeda et al., 2017). The process of socialisation varies from the process of socialisation as a store. The previous is a lively and participatory process that focuses on employees’ connections to create new knowledge. The organisational knowledge is referred to as the socialisation process as a storehouse. Organisations attempt to extend it by focusing on quantifiable, concrete results. As some knowledge becomes obsolete, the value of existing knowledge repositories declines, necessitating an

organisational vision to preserve the value of repositories (Akhavan et al., 2014). Knowledge repositories should be stimulated at a certain moment and in a common area to become a source of innovation (Nonaka and Takeuchi, 2019). The length of this procedure varies according to the size of the company. Reduced employee numbers, improved collaboration, simple processes that make it easier to put ideas into practice, a consolidated culture that offers a firm basis for interactive interaction with lower and upper management are all characteristics of the socialisation process in small organisations. In big organisations, on the other hand, the socialisation process is characterised by infinite resource support, which may facilitate the acceptance of socialisation process initiatives (Balestrin et al., 2008).

2.1.2 Combination process

Organisations employ knowledge management to ensure their success by incorporating knowledge into business operations (Yee-Loong Chong et al., 2014). The combination process aids in the effective fulfilment of an organisation's objectives (Latif et al., 2020). The process of arranging concepts in a knowledge system is known as a combination. This sort of knowledge transmission entails integrating many forms of explicit information (Yang and Yen, 2007). All of the advantages of knowledge management procedures lead to the aim of the combination process. As a result, the combination process is more essential than the preceding stages because the information is so generated and shared useless until it is put to use (Ouakouak and Ouedraogo, 2019). To obtain explicit knowledge in a new way, such as collecting data and preparing reports that analyse and adapt that data, reports form new knowledge (Nickols, 2003). Without information generation and exchange, the combination process would not be possible. All knowledge management procedures contribute to developing organisational capacities that enable people and teams to act in unique ways (Qasrawi et al., 2017).

Moreover, the combination transforms explicit knowledge into explicit knowledge by sorting, adding, and reorganising explicit knowledge that will lead to new knowledge for adapting, learning and developing skills (Yang and Yen, 2007). Finally, new employees and collective learning processes emerge due to various activities (Ramadan et al., 2017). That will be accessible throughout the organisation. Real experts are the individuals who know how to find information and how to deal with it (Huang, 2009). The proper application of new information ensures that issues are solved and decisions are made correctly. In addition, effective combination improves the situation, leads to long-term organisational innovation, and helps them accomplish their long-term goals (Obeidat et al., 2016).

2.1.3 Externalisation process

Because the externalisation process is insufficient to enable organisational decision-making, it must be separated from knowledge management procedures in organisations (Ding et al., 2017). Which is the process of putting tacit information into a framework of distinct concepts and making it explicit (Yang and Yen, 2007)? Organisations must continually connect the old and the modern information and refresh it in the memory of the organisation in order to share knowledge (Wu et al., 2012) where it includes the acquisition of knowledge in the minds of individuals.

Moreover, finding a way to extract tacit knowledge and make it explicit knowledge, and that this process is an obstacle to knowledge management (Nickols, 2003). These processes eliminate redundancy, enhance knowledge repository integration, make it simple to obtain and disseminate necessary knowledge on time, and ensure that knowledge is distributed to the intended recipients (Yasir and Majid, 2017). Whatever the acquisition of knowledge is essential for organisations, organisations often suffer from the loss of experts for many reasons, and much knowledge is in their minds. Therefore, these experts must preserve this knowledge to avoid losing it by converting it into explicit knowledge (Yang and Yen, 2007).

Written evidence, information (Alavi and Leidner, 2001), knowledge is kept in expert systems and documented organisational rules and processes. Tacit knowledge obtained via communities of practice is all examples of organisational memory (Durst and Runar Edvardsson, 2012). The externalisation process entails sharing information across several agents, which can be impacted by the communication method used to share knowledge (Rahman et al., 2016). Today, an organisation's performance is measured by how well it motivates its subordinates and teams to share its thoughts, observations, and talents (Chiu et al., 2018). Externalisation is a tactical consideration focus that organisations employ to increase knowledge, drive a quick reaction to develop advantages in competition (Nugroho, 2018; Wu and Lin, 2013). The function of leaders in the process of externalisation is to control the exchange of implicit and explicit information, enhance corporate climate, and develop organisational ideals. Externalisation is used in this capacity to create an empowering atmosphere that encourages learning and consequently improves overall performance (Aljuwaiber, 2020). If knowledge is kept in the brains of working people until it is shared, its value remains low. Neglecting the externalisation process and failing to store and share metadata may result in a lost knowledge (Zaim, 2016; Siorei and Fombad, 2019; Singh and Singh, 2019; Shujahat et al., 2019).

2.1.4 Internalisation process

Organisational excellence entails not just acquiring but also using knowledge (Alavi and Leidner, 2001). Internalisation is an embodiment of explicit to implicit knowledge and is closely linked with learning by doing (Nickols, 2003). Knowledge is conveyed from its origins to its intended recipients, who put it to use and then offer a knowledge update as a kind of feedback (Cepeda-Carrion et al., 2017). So, explicit knowledge will dissolve inside the individual, which requires exchange, evaluation, and integration of sources of knowledge into routine actions (Gasson and Shelfer, 2007). Organisations' role in the internalisation process is to direct how knowledge is used to achieve long-term competitive advantages (Kianto et al., 2019). Many scholars have indicated that Good learning comes through participation, and it is social, which drives learners in the organisation to move towards learning by doing. So dissolution is the main way to manage knowledge, and what we see is that no one knows everything and that anyone knows something (Huang, 2009).

Employees' possible applications of knowledge are determined by an organisation's business procedures, which are utilised to efficiently fulfil its objectives (Chang and Lin, 2015). When organisations fail to transform the transformation of knowledge into actuality due to organisational failure, they pay a high price with the possibility for waste value (Suppyenyong et al., 2009). Lack of enthusiasm for internalisation, for example, fails to recover existing knowledge and teach and inspire workers to think. As a result,

they miss out on career growth and self-improvement chances that businesses provide to enhance their operations and goods (Durst and Runar Edvardsson, 2012). Internalisation concludes with reviewing the knowledge management system's deployment and input from its users (Sangari et al., 2015). The focus should be on developing trust, diagnosing the requirements, and identifying the target beneficiaries for an effective and long-term internalisation process (Cao et al., 2013). Knowledge donation and collecting are part of the internalisation process. Organisations value explicit sharing of knowledge. The first is an example of simple to keep track of, store, register, and transmit, but the second is the result of an employee's everyday actions. As a result, sharing and debating tacit knowledge with others can be challenging (Mohsen Allameh et al., 2014).

2.2 Knowledge leverage strategies

One of the most important elements determining the success or failure of knowledge management processes is knowledge leverage. It motivates employees to adopt these approaches for empowering learning by appealing to their common values. In creating strategic planning, setting knowledge management-related goals, and encouraging people to achieve them, an organisation is a must (Atapattu and Ranawake, 2017). There is a requirement to identify behaviours within organisations, including employee behaviours, because of their substantial impact on workplace ethics and the failure of essential efforts such as knowledge management, given the ambiguous, challenging, and combative conditions (Sayyadi Tooranloo et al., 2018; Brender-Ilan and Sheaffer, 2019). Knowledge leverage is considered a tool for competition between organisations at the local and global level, and thus the knowledge leverage achieves the strategic goals that the organisations seek (Al-Zubaidi and Al-Mawla, 2016).

The rise in the value and benefits resulting from the employment of knowledge and human experiences in the productive activity, through the efficient and effective use of these means, is a function of calculating the degree of knowledge leverage (Al-Qaddoumi and Zaid, 2016). It works to collect and define knowledge efficiently, manage the information base and apply it effectively (Sultani, 2013). The knowledge lever seeks to create and develop a system of values in the organisation and invest energies to keep pace with rapid changes (Hoda, 2013). This leads to its knowledge expansion, thus enabling the continuation and survival of these organisations and supporting their competitive position locally and globally with the changes that occur to it and enhance its position (Sultani, 2013). What is meant by knowledge leverage strategies is the long-term vision of what organisations' knowledge will be in the future. Hence, any organisation's progress depends on the value of the knowledge leverage in it and achieve according to the desired and planned level of performance in pursuit of improvement (Al-Zubaidi and Al-Mawla, 2016).

2.2.1 Codification strategy

It is based on explicit knowledge, codified knowledge with model databases, and such a strategy requires substantial resources for development (Al-Karawi and Al-Atwi, 2014). The concepts that researchers launched on the codification strategy ranged from its focus on reuse, collection, control, and formulation (Donnelly, 2008). The codification strategy refers to the formulation of knowledge and its simplification to be usable individuals (Valli, 2001). Knowledge can be coded in many ways, such as designing models,

symbols, and expert systems (Cater, 2001). Codification is measured by the amount of data extracted from several operations in various organisations that deal with multiple areas, such as financial evaluation, information systems transformation and human resource integration, product and sales integration. Furthermore, to what extent does the organisation write these procedures in manuals or support systems for their use (Singh and Zollo, 1998). The coding strategy is one of the organisation's means that enables it to put its knowledge in the form of symbols in the various available methods, to preserve what the organisation knows and documents in its repositories (Almola, 2014).

2.2.2 Personalisation strategy

The strategy relies on tacit knowledge that focuses on interaction and communication between individuals to exchange knowledge (Al-Thabayat, 2017). According to the personalisation strategy, knowledge is closely related to the person who carries it (Chong and Hilb, 2003). There are many ways to employ the personalisation strategy, such as training courses and seminars that allow individuals to learn new skills and share knowledge within the organisation they return to work. Personalisation includes formal and informal knowledge sharing within and outside the workgroup (Waggenpack, 2008). The personalisation strategy is one of the organisation's means to transfer knowledge of a personal nature by adopting many means to flow through the various available communication methods (Almola, 2014).

2.2.3 Focus strategy

The focus strategy is based on two aspects: the supply side is concerned with distributing and disseminating the organisation's current knowledge depending on the focus on knowledge sharing and dissemination mechanisms. The demand side is concerned with meeting the organisation's need for new knowledge, and this aspect is directed towards learning and creativity, that is, focusing on knowledge generation mechanisms (Souleh, 2013). The focus strategy depends on technology and individuals. The strategy of focusing on information technology and the tangible aspects of knowledge management depends on storing and restoring knowledge through documenting and classifying knowledge and exchanging knowledge between workers through information networks. We can show the tasks of the strategies in Table 1 (Almola, 2014).

Table 1 Tasks of knowledge leverage strategies

<i>Strategies</i>	<i>Tasks</i>
Codification strategy	Model databases of closely related numbers or characteristics when viewed within a specific participation environment.
Personalisation strategy	Interaction between individuals through extraction knowledge of individuals and reuse it for other purposes and communication creates knowledge exchange.
Focus strategy	We are focusing on information technology, generating and sharing knowledge through interaction between employees.

2.3 Strategic drift

Strategic drift has become a tangible phenomenon in most new organisations with different goals and results from the organisations 'inability to keep pace with the developments in the external environment (Alshebli, 2016). The situation arises when an organisation develops its strategies that are not in line with the external environment, which causes strategic failure (Zafirova, 2014). The stagnation in culture, leadership, and strategic planning and inhibiting innovation leads to the organisation not obtaining the expected results (Lee, 2018). The resulting failure of strategic decision-makers interprets the environmental indicators that warn of the adopted strategy's invalidity (Al-Jubouri, 2019). The main element in the occurrence of strategic drift is organisations' limited ability to recognise changes occurring in the external environment (Dwyer et al., 2016). Based on preceding, strategic drift can be defined as the situation in which the organisation cannot keep pace with changes in the external environment, which leads to a deterioration of its performance and its inability to keep pace with competing organisations (Najem, 2020).

2.3.1 The absence of strategic planning

Strategic planning involves thinking and decision-making that affect the entire organisation, starting from formulating its strategy and ending with its evaluation to achieve the goals (Simerson, 2011). The absence of strategic planning leads the organisation to adopt Weak and incomplete strategies and their inability to implement the strategy (Alshebli, 2016) correctly. The absence of strategic planning may occur due to the strategic thinker's inability to recognise the changes in the external environment, such as changes in technology, economics, and the like, which causes the organisation to have difficulty adapting to these changes (Al-Shuwaikh, 2007). The strategic planning process requires organisations to adjust their strategic objectives to reduce the strategic deviation after determining the community (Kamann, 2007) and make the planning process consultative and participatory and take all employees' views (Al-Jubouri, 2019). Moreover, based on what has been done, the researchers believe that the absence of strategic planning is one of the negative indicators resulting from the organisation's neglect of the planning process and its weak commitment to a clear vision (Najem, 2020).

2.3.2 The resistance to change

Resistance to change is defined as the transition from the familiar situation to the unknown situation, the abandonment of the established procedures, the assumption of unfamiliar responsibilities, and the adaptation of individuals to the new organisational goals (Moutousi and May 2018). Resistance to change is a force that constrains the organisation to change its status and prefers to stay in the current situation (Piderit, 2000). Furthermore, it addresses the resistance to change by presenting the change process by leaders to the workers in the organisation; this leads to creating a positive feeling among workers. As a result, they tend to adhere to the new system through the work of leaders to clarify misunderstandings and listen to the opinions of workers in a supportive way (Moutousi and May, 2018). Based on the aforementioned, resistance to change can be defined as a reaction shown by individuals to the process of organisational change, which

leads to further deterioration in the stability of organisations as a result of not keeping pace with the changes taking place in the external environment (Najem, 2020).

2.3.3 The limited focus on the external environment

Most organisations face environments of significant change and complexity that are reflected in the performance of organisations. Otherwise, the limited focus of organisations on the external environment leads to strategic drift due to the organisation's lack of understanding of its opportunities and the threats it faces (Al-Aliya, 2014). This leads to the weakening of the organisation's ability to seize opportunities in the external environment, decline in the organisation's status, and gain a vision, through the environmental analysis system (Zahra and Chaples, 1993). The external environment is a set of components, elements, and dimensions that affect organisations through direct and indirect links to obtain different results and implications (Al-Ghalbi and Idris, 2009).

Moreover, most organisations face one or more variables simultaneously and the limited focus of the organisation. Therefore, the external environment Based on the above, the researchers believes that the organisation's limited focus on the external environment is a negative indicator that leads to the deterioration of organisations over time due to the organisations 'inability to adapt to the external environment's events (Najem, 2020).

2.3.4 The performance degradation

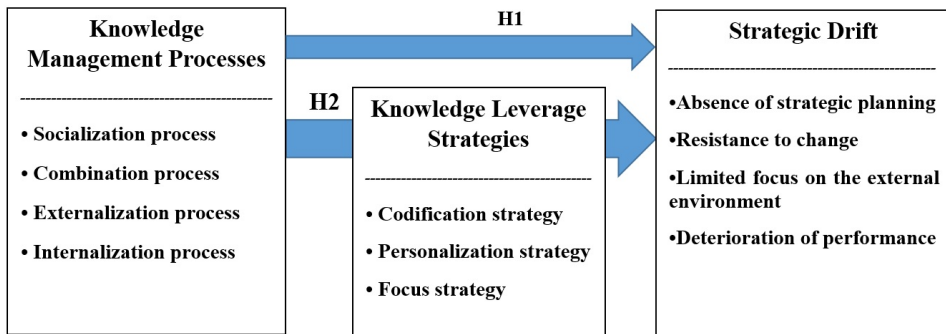
The concept of performance implies the organisation's ability to achieve its goals to have the competitive advantage that enables it to achieve superiority over other organisations (Al-Madou, 2016). Otherwise, the deterioration of university performance is a late sign discovered after the occurrence of damage. For example, as the organisation's senior management enters a new phase of turmoil that is difficult for it to achieve its goals, and to remedy this, the organisation must change its strategies to avoid the organisation's decline and demise (Sakhi, 2011). Furthermore, the deterioration of university performance results from the state's weakness in funding universities, which leads to a decrease in the ability of universities to exploit the opportunities available in the external environment (Ibrahim, 2013). Based on the above, the researchers believe that the deterioration of performance is a negative indicator that leads to the deterioration of organisations over time due to organisations' inability to keep pace with what competitors are doing (Najem, 2020).

2.4 Conceptual model and hypothesis formulation

Theoretical insights into the relationships between knowledge management procedures and strategic drift are proposed in this work (Figure 1). This study employs (Almola 2014) to describe the recommended model pathways. Understanding the availability of knowledge leverage is necessary (Al-Zubaidi and Al-Mawla, 2016). Knowledge is a valuable and strategic resource that, when properly managed, may help organisations build capacities such as learning, resulting in increased organisational performance (Abdulmuhsin and Tarhini, 2020). From a process standpoint, all fields of study of an organisation concentrate on information created, integrated, and processed inside organisations, which is the cornerstone of knowledge management theory (Gaviria-Marin

et al., 2019). Workers are encouraged to trade behaviours with other employees who value them and their efforts based on these concepts. As a result, companies generally strive to boost their employees' productivity to keep the company alive (Gilstrap and Hart, 2020). That said, an organisation's superiority is based on its staff's capacity to be creative (Story and Castanheira, 2019). The behaviours of top management toward people and teams in developing their knowledge for producing practical wisdom and gaining competitive advantage impact the effectiveness of knowledge management procedures (Bashir and Farooq, 2019). In this scene, diagnose the reasons behind the failure of organisations to perform their work despite the abundance of knowledge they possess. Moreover, the conditions for organizations to remain in their field of work lie in their ability to achieve competition (Davenport and Laurenc, 1998). These behaviours affect the effectiveness of organisations and the innovation of subordinates. These behaviours can also be deliberate or mood (Einarsen et al., 2007). Provide an intellectual scheme to study the possibility of raising resources based on planned knowledge by linking theoretical perspectives and studying different relationships (Mouzas and Ford, 2012), a hypothetical outline of the research was formulated, shown in Figure 1, which embodies the relationships between research variables and trends of influence.

Figure 1 Depicts the suggested research model (see online version for colours)



To benefit from knowledge and knowledge management possessed by different societies in the context of the availability of modern models (Almola, 2014), the ideas of knowledge, learning, cooperation, and satisfaction, which enable knowledge management procedures, have the greatest impact (Mahdi et al., 2019). We propose, in particular, that how to benefit from knowledge and knowledge management possessed by different societies in the context of the availability of modern technology and communications, and scientific knowledge superiority to achieve knowledge leverage, so the measures are related to governing law and regulations. In contrast, the others are related to attending training seminars and workshops and removing all obstacles toward the best use of the gained (Almola, 2014). Subordinated improving the capacity to identify and take on new challenges information using socialisation, combining, internalisation, and externalisation within the framework of organisational knowledge management to improve learning in the workplace is an example of such behaviours (Gomez, 2007). Subordinates are more inclined to avoid discovering and acquiring new knowledge to discover or create positive suggestions or fresh concepts suggestions if they believe their bosses would criticise them for it (Hou, 2017). In addition, they are determining the positive role played by

organisations to avoid the strategic drift in its dimensions by investing weak signals in its dimensions (Al-Jubouri, 2019). Consequently, Identifying and knowing the determinants of strategic drift (Maosa and Gatobu, 2015). The following hypothesis is presented based on the previous discussion:

- H1 Knowledge management processes have direct effects on reducing strategic drift.
 - H1.1 Knowledge management processes have direct effects on reducing an absence of strategic planning.
 - H1.2 Knowledge management processes have direct effects on reducing resistance to change.
 - H1.3 Knowledge management processes have direct effects on reducing a limited focus on the external environment.
 - H1.4 Knowledge management processes have direct effects on reducing a decline in performance.

Knowledge management processes will be effective if organisations promote the principles of employee trust, coordination, and group collaboration (Xu and Bernard, 2013). Employees collaborate to increase workplace creativity, and adaptive behaviours can assist them in coping abilities (Griffin et al., 2007). This occurs when knowledge management and continuation learning mechanisms are adopted, resulting in improved employee responsiveness and functional change adaptability. Employees are assisted in resolving unforeseen situations, which reinforces knowledge management procedures. It is based on employees' comprehension of perceptions in order for them to participate in the flow of talks (Dalkir, 2017). Employees think their employers are reliable mentors and providers of organisational resources, such as expertise (Abdulmuhsin and Tarhini, 2021). Quite the reverse, even as organisations become more adoption-minded and implementing knowledge management, the most recent reports have indicated that knowledge management is declining due to poor deployment performance (Atapattu and Ranawake, 2017).

However, recent literature suggests that the importance of knowledge management process patterns in the success or failure of knowledge leverage is a never-ending argument, is considered a tool for competition between organisations at the local and global levels. Thus the knowledge leverage achieves the strategic goals that the organisations seek (Al-Zubaidi and Al-Mawla, 2016:169). However, it is essential to conduct a critical analysis of the organisation under study to determine the causes of the strategic drift (Okuyemi, 2014). Therefore, the moderating role of leverage strategies maximises the effect of knowledge management processes on reduces strategic drift by simply changing the actions of the debate about the role of processes in the success or failure of knowledge leverage. It is considered a tool for competition between organisations at the local and global levels. Thus the knowledge leverage achieves the strategic goals that the organisations seek, including reducing strategic drift. Thus, the following hypothesis is presented based on the preceding discussion:

- H2 Leverage strategies moderate the relationship between knowledge management processes and reducing strategic drift.
 - H2.1 Codification strategy moderates the relationship between knowledge management processes and reducing strategic drift.

- H2.2 Personalisation strategy moderates the relationship between knowledge management processes and reducing strategic drift.
- H2.3 Focus strategy moderates the relationship between knowledge management processes and reducing strategic drift.

3 Design of the study

3.1 Instrument development and setup of variables

To put the suggested conceptual model of the influence of knowledge management processes on the strategic drift to the test. Moreover, what function do knowledge leverage methods play in this relationship? Was a question posed to faculty members in a survey of academic leaders at the University of Kirkuk, Iraq. The knowledge management processes were calculated using the researchers' (16) scale's indications as an independent variable (Andreano, 2008). Strategic drift is made up of dependent variables that were determined through the use of (20) indicators containing (4) sub-processes: (5) for (lack of strategic planning), (5) for (resistance to change), and (5) for (limited emphasis on the external environment) and (5) for (deterioration of performance). It was taken from reputable research published in the literature of 'strategic drift' (Maosa and Gatobu, 2015). Using the other (12) indicators provided by Kovacic (2006) and Almola (2014) knowledge leverage strategies were assessed as a moderating factor in the hypothesised connection between independent and dependent variables. The questionnaire is divided into four sections, each of which uses self-assessed ratings. Part (A) contains demography of those who responded as well as further information (academic title, job experience), whereas parts (B–D) contains the (48) measuring questions intended to assess three primary components, namely, (knowledge management processes, knowledge leverage strategies and strategic drift: including the absence of strategic planning, resistance to change, limited focus on the external environment, and deterioration of performance). To meet and match the study's objective, these constructions' measurements have been established, developed, updated, and confirmed (via review of the literature and conversations with specialist academics). The respondents' degree percent agreement with the statements in the questionnaire was calculated using a five-point Likert scale. These remarks were also constant to verify that the respondents were not biased on its sequence. The statements on the questionnaire were given to responders was changed.

3.2 Obtaining information

Despite a century of social, political, and economic upheaval turmoil and conflicts, Iraq is currently considered a developing country. However, nothing little is understood about how this works impacts. In general, higher education is relevant in this case. Academic progress and scientific research in Iraqi universities got more difficult after the recent conflict, as did the competitive character of worldwide academic activity. Furthermore, considering the complexity involved in the preceding case, it may be stated that academic instructors' leadership qualities are essential. The information was gathered from professors at the Institution of Kirkuk, a public university in Kirkuk, Iraq, founded in

2003 and had 17 colleges. There are 735 faculty members and 23,426 students enrolled at the university. Academic leaders at the university were recruited for the research sample.

Table 2 The demographics of the study sample

<i>Variable</i>	<i>Categories</i>	<i>Number</i>	<i>Ratio</i>
Gender	Males	88	79%
	Female	24	21%
	Total	112	100%
Age	Less than 35 years old	17	15%
	36–45	43	39%
	46–55	34	30%
	More than 55	18	16%
	Total	112	100%
Qualification	MA	49	44%
	PhD	63	56%
	Total	112	100%
Years of service	Less than 15 years	33	29%
	16–20	42	38%
	21–25	22	20%
	More than 25	15	13%
	Total	112	100%
Administrative position	Dean and his assistants	21	19%
	Head of the department	51	45%
	Centre manager	40	36%
	Total	112	100%

Note: n = 112

We had a granted access to a database for teaching staff, which contained employment information and contact information, such as phone numbers and e-mail addresses, in collaboration with the university's management. The higher education directors at this university were guaranteed a report on the research findings in the executive summary. A list of 112 responders was randomly picked based on using a random number generator that corresponds to academic staff identity numbers in databases; Thompson's (2012) sample size equation was calculated with a level of significance of 95% and an error margin of 5%. As a result, the author reasoned that the bigger the sample, the more likely the results would be to the target population. The level of analysis is generally measured either alone or as part of a group context after the connection between the employees and the leader has been studied (Pellegrini et al., 2020). In this way, a participation list sent with 'title, vision, and objectives of the research and its validity and dependability' was mentioned in the participants' emails. As an initial confirmation of their willingness to cooperate, the participants provided a total of 124 replies. Our study takes a cross-sectional method to dealing with the research area during a short period of data collecting and analysis. The sample was reached via an online survey and a survey questionnaire given on-site over three separate and sequential phases (there is a one-month gap between

each step). At interval (A), respondents were asked for general information and an appraisal of 'knowledge management procedures' indicators. One month later, respondents who took part in the interval (A) were asked to score indications of 'knowledge leverage strategies' at the interval (B). Two months after the interval (A), participants were asked to assess 'strategic drift' indicators at the interval (C), two months following interval (A). The author could eliminate systematic technique bias concerns and get trustworthy findings for the research hypotheses using these sequential and distinct periods (Podsakoff et al., 2003). Participants were emailed 124 surveys during interval (A). However, only 120 replies were received at the start of the period (B). The total number of replies passed the (A) and (B) intervals by the conclusion of interval (C) was 116. Four replies were eliminated from the study because they were not valid. Finally, for three months, 112 answers were gathered from participants, yielding a percentage of people who respond 90%, which is acceptable statistically. Table 2 shows the demographics of the research sample. The majority of responders (79%) were men, and more than two-thirds were over 46 years old and had more than 16 years of academic experience. Furthermore, more than half of the participants in the survey had a PhD, with the majority (51%) having the position of head of department.

3.3 Measurement model

Survey data were obtained from 112 members of an Iraqi public institution (University of Kirkuk) using a quantitative method. The direct and moderating associations were analysed using hierarchical regression using PROCESS v.3.3 macros in SPSS. The exploratory and confirmatory factors were used to evaluate the 48 indications of the situation research SPSS v.25 software was used to create the constructs. The factor analysis, exploratory, revealed that these indicators' load factors were distributed among five factors, resulting in loaded factor values ranging from (0.687) to (0.918). It was justified and noteworthy since they were greater than the suggested cut-off criterion (0.60) at the level (0.001) (Ya-Xing et al., 2018), which denotes its dependability. As a result, no indication was left out of the measurement model's (48) indicators.

The Kaiser Meyer Olkin's value sample adequacy measure was (0.961), the degree of freedom was (3,109), and the value of (P) was less than (0.001). All of the results suggest that the research sample had a normal distribution that matched the statistical distribution that is theoretically normal. As a result, the measurement employed aids in generalising the research results, representing the research population's data in a form that is understandable (Abdulmuhsin and Tarhini, 2021). Non-response bias was tested by comparing two groups using a two-tailed t-statistic. In the three periods, the first 25% of respondents answered the five research constructs, followed by the last 25% (Armstrong and Overton, 2018). The findings revealed substantial variations based on research constructs, indicating a result of non-response bias constituting a severe problem. To discover common method bias, the only factor in Harman's case is approaching, and the latent standard factor methodology was employed. According to Podsakoff et al. (2003), the average and total variation methods based on the variation of the research indications were both less than 1% for all constructs with eigenvalues larger than (1.0), indicating that there was no common method bias. Overall, the findings revealed that the research variable measures are homogenous and have sufficient validity and dependability to carry out additional statistical analysis on data.

4 Results of the structural model and hypothesis tests

The regression analysis of hierarchical was used with SPSS v.25 to evaluate structural model hypotheses. Because of the precision of, as a result, assessing models that numerous particularly moderating effects utilising the product's term method, this method is more practical than structural equation modelling for evaluating research ideas (Chen et al., 2020). Table 4 shows the findings of a moderating impact study of (knowledge leverage strategies) in four (sub-models): reducing strategic drift on reducing an absence of strategic planning, reducing resistance to change, reducing a limited focus on the external environment, and reducing a decline in performance. For each sub-model, two levels of analysis were created to determine the effect on the dependent variable: first, the effect of the independent variable on the dependent variable was examined, and in the second phase, the moderate variable and its interaction with the independent variable were added.

Furthermore, the variance values created by the independent and moderate variables in each model and the impact coefficients for all hypotheses are presented in Table 4. In terms of connection strength and direction, normalised path coefficients with absolute values smaller than (0.30) indicate a little influence, as well as their absolute values vary from (0.30) to (0.70). Thus, they indicate a moderate influence, whereas absolute values larger than 0.70 indicate a considerable impact (Kline, 1998; Al Ahbabi et al., 2019). Politicians, managers, and scholars involved in Iraq's education sectors will benefit from the study's empirical findings. It will help them improve their managerial and scientific performance in knowledge management processes by using knowledge leverage techniques to reduce strategic drift indicators.

Table 3 Results of testing the effect of knowledge management processes dimensions in reducing strategic drift

<i>Independent variable</i>		<i>Dependent variable</i>	<i>Impact values</i>	<i>Multiple correlation box SMC</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Socialisation	⇒	Strategic drift	0.369	0.212	0.064	5.765	***
Combination	⇒	Strategic drift	0.473		0.055	8.600	***
Externalisation	⇒	Strategic drift	0.448		0.059	7.593	***
Internalisation	⇒	Strategic drift	0.453		0.058	7.810	***

H1 Knowledge management processes have direct effects on reducing strategic drift

Table 3 shows the effect of knowledge management processes dimensions (socialisation, combination, externalisation, and internalisation) in reducing the strategic drift in the researched universities. The effect values standard regression weights) were (0.369) for socialisation, (0.473) for combination, (0.448) for externalisation, and (0.453) for internalisation (t) of (5.765), (8.600), (7.593), and (7.810), respectively. In the same context, the value of the square multiple correlations squared multiple correlations for the

dimensions of knowledge management processes combined (0.212), which reflects that the dimensions of knowledge management operations combined in the researched university contributed by (0.212) to the decrease of its strategic drift. This confirms the validity of accepting the first hypothesis.

In order to understand the effect of the dimensions of knowledge management processes (socialisation, combination, externalisation, and internalisation) in minimising each dimension of the strategic drift in the researched university, the first central hypothesis was divided into four sub-hypotheses, as follows.

H1.1 Knowledge management processes have direct effects on reducing an absence of strategic planning

Table 4 shows the effect of the availability of knowledge management processes (socialisation, combination, externalisation, and internalisation) in reducing the absence of strategic planning in the researched universities. The effect values (standard regression weights) were (0.190) for participation, (0.192) for aggregation, (0.409) for output, and (0.409) for defrost, and these effect values are function at the level (0.05) in terms of the values of the critical path CR (t) of (2,435), (2,493), (6,292) and (6,292), respectively. In the same context, the value of the square multiple correlations squared multiple correlations for the dimensions of knowledge management processes combined (0.389), which reflects that the dimensions of knowledge management processes combined in the researched university contributed by (0.389) to the low level of absence of strategic planning.

Table 4 Results of testing the effect of the knowledge management processes in reducing the absence of strategic planning

<i>Independent variable</i>		<i>Dependent variable</i>	<i>Impact values</i>	<i>Multiple correlation box SMC</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Socialisation	⇒	Absence of strategic planning	0.190	0.389	0.078	2.435	0.021
Combination	⇒	Absence of strategic planning	0.192		0.077	2.493	0.020
Externalisation	⇒	Absence of strategic planning	0.409		0.065	6.292	***
Internalisation	⇒	Absence of strategic planning	0.409		0.065	6.292	***

This confirms the correctness of accepting the first sub-hypothesis.

H1.2 Knowledge management processes have direct effects on reducing resistance to change

Table 5 shows knowledge management processes (socialisation, combination, externalisation, and internalisation) on reducing resistance to change in the researched

university. The effect values standard regression weights) were (0.231) for socialisation, (0.228) for combination, (0.243) for externalisation, and (0.313) for internalisation, and these effect values have functioned at the level (0.05) in terms of the values of the critical path CR (t) amounted to (2.686), (2.561), (2.892) and (4.347) respectively. In the same context, the squared multiple correlations fair value for the dimensions of knowledge management processes combined (0.389), reflecting that knowledge management processes combined in the researched university contributed by (0.389) to the low level of resistance to change.

Table 5 Results of testing the effect of the knowledge management processes on reducing resistance to change

<i>Independent variable</i>		<i>Dependent variable</i>	<i>Impact values</i>	<i>Multiple correlation box SMC</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Socialisation	⇒	Resistance to change	0.231	0.389	0.086	2.686	0.014
Combination	⇒	Resistance to change	0.228		0.089	2.561	0.016
Externalisation	⇒	Resistance to change	0.243		0.084	2.892	0.011
Internalisation	⇒	Resistance to change	0.313		0.072	4.347	***

This confirms the validity of accepting the second sub-hypothesis.

Table 6 Results of testing the effect of knowledge management processes dimensions in reducing the limited focus on the external environment

<i>Independent variable</i>		<i>Dependent variable</i>	<i>Impact values</i>	<i>Multiple correlation box SMC</i>	<i>Standard error S.E.</i>	<i>The critical path C.R.</i>	<i>Probability level P</i>
Socialisation	⇒	Limited focus on the external environment	0.245	0.345	0.064	3.828	***
Combination	⇒	Limited focus on the external environment	0.261		0.061	4.278	***
Externalisation	⇒	Limited focus on the external environment	0.469		0.048	9.770	***
Internalisation	⇒	Limited focus on the external environment	0.298		0.055	5.418	***

H1.3 Knowledge management processes have direct effects on reducing a limited focus on the external environment.

Table 6 shows the effect of knowledge management processes (socialisation, combination, externalisation, and internalisation) in reducing the limited focus on the external environment in the researched university. The effect values (standard regression weights) were (0.245) for socialisation, (0.261) for combination, (0.469) for externalisation, and (0.298) for internalisation (t) of (3.828), (4.278), (9.770), and (5.418), respectively. in the same context, the value of the square multiple correlations squared multiple correlations for the dimensions of knowledge management processes combined (0.345), which reflects that the dimensions of knowledge management processes combined in the researched university contributed by (0.345) to the low level of limited focus on the external environment. This confirms the validity of accepting the third sub-hypothesis.

H1.4 Knowledge management processes have direct effects on reducing a decline in performance

Table 7 shows the effect of knowledge management processes (socialisation, combination, externalisation, and internalisation) on reducing performance degradation in the researched university. The effect values (standard regression weights) were (0.269) for socialisation, (0.311) for combination, (0.358) for externalisation, and (0.341) for internalisation (t) amounted to (2,490), (3.273), (4.162) and (3.747) respectively. In the same context, the squared multiple correlations box's values for the dimensions of knowledge management processes combined were (0.266), reflecting that knowledge management operations combined in the researched university contributed by (0.266) to the low level of performance degradation.

Table 7 Results of testing the effect of knowledge management processes dimensions in reducing performance degradation

<i>Independent variable</i>		<i>Dependent variable</i>	<i>Impact values</i>	<i>Multiple correlation box SMC</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Socialisation	⇒	Performance degradation	0.269	0.266	0.108	2.490	0.019
Combination	⇒	Performance degradation	0.311		0.095	3.273	***
Externalisation	⇒	Performance degradation	0.358		0.086	4.162	***
Internalisation	⇒	Performance degradation	0.341		0.091	3.747	***

This confirms the validity of accepting the fourth sub-hypothesis.

H2 Leverage Strategies moderates the relationship between Knowledge management processes and reducing strategic drift.

Table 8 shows the results of the mediating role played by the knowledge leverage strategies, with their combined dimensions, in the relationship between knowledge management processes and the strategic drift in the researched university. Where the results indicated the existence of four influencing paths, as follows:

- First impact path ‘direct impact’ (knowledge management processes – knowledge leverage strategies): As it was found that there is a direct impact of knowledge management processes on knowledge leverage strategies with a value of (0.815), which reflects that knowledge management processes enhance knowledge leverage strategies, and therefore the increasing interest in the dimensions of knowledge management processes will generate an impact on knowledge leverage strategies, and what is evidenced by The significance of the effect value is the critical path coefficient of value (16.632), which is significant at a probability level ($\alpha \leq 0.05$).
- Second impact path ‘direct impact’ (knowledge management processes – strategic drift): As it was found that there is a direct impact of knowledge management processes in reducing its strategic drift with a value of (0.337), which reflects that knowledge management processes lead to the reduction of its strategic drift, and therefore the increasing interest in the dimensions of knowledge management processes will generate an impact on the reduction of its strategic drift, and what is evidenced by The significance of the effect value is the critical path coefficient of value (3.964), which is significant at a probability level ($\alpha \leq 0.05$).
- Third impact path, ‘direct effect’ (knowledge leverage strategies – strategic drift): It was found that there is a direct effect of knowledge leverage strategies in reducing its strategic drift with a value of (0.401), which reflects that knowledge leverage strategies lead to minimising its strategic drift. Therefore the increased interest in the dimensions of knowledge leverage strategies will generate an impact on the minimisation of its strategic drift, and what is evidenced by the significance of the effect value is the critical path coefficient of value (5.207), which is significant at a probability level ($\alpha \leq 0.05$).
- The fourth impact path is the ‘indirect effect’ (knowledge management processes – knowledge leverage strategies – strategic drift): There is an indirect effect of knowledge leverage strategies on the relationship between knowledge management processes and their strategic drift with a value of (0.627). The mediating role that knowledge leverage strategies play in enhancing knowledge management processes’ impact in reducing their strategic drift. The value of squared multiple correlations for knowledge leverage strategies (0.664) and (0.269) for strategic drift, and Table 8 illustrates this.

Table 8 The direct and indirect effects between knowledge management processes, knowledge leverage strategies, and strategic drift in the university field of study

<i>Independent variable</i>	<i>Intermediate variable</i>	<i>Dependent variable</i>	<i>Type of effect</i>	<i>Impact value</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Knowledge management processes	⇒	Knowledge leverage strategies	Direct effect	0.815	0.049	16.632	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.337	0.085	3.964	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.401	0.077	5.207	0.000
Knowledge management processes	Knowledge leverage strategies	Strategic drift	Indirect effect	0.627	-	-	0.000

This confirms the correctness of accepting the fourth central hypothesis, and this is shown by the fourth path, which showed more significant influence than the second path.

H2.1 Codification strategy moderates the relationship between Knowledge management processes and reducing strategic drift

Table 9 shows the mediating role of the codification strategy in the relationship between knowledge management processes and the strategic drift in the researched university. Where the results indicated the existence of four influencing paths, as follows:

- The first impact path, ‘direct impact’ (knowledge management processes – codification strategy): As it was found that there is a direct impact of knowledge management processes on the blogging strategy with a value of (0.707), which reflects that knowledge management processes enhance the codification strategy, and what indicates the significance of the impact value is the critical path coefficient of value (10.397), which is indicative at a probability level ($\alpha \leq 0.05$).
- The second impact path, ‘direct impact’ (knowledge management processes – strategic drift): As it was found that there is a direct impact of knowledge management processes in minimising its strategic drift with a value of (0.337), which reflects that knowledge management processes lead to a decrease in its strategic drift, and what indicates the significance of the impact value is the critical path coefficient of value (3.964) which is indicative at a probability level ($\alpha \leq 0.05$).
- The third impact path, ‘direct impact’ (codification strategy – strategic drift): As it was found that there is a direct impact of the blogging strategy in minimising its strategic drift, with a value of (0.392), which reflects that the blogging strategy leads to minimising its strategic drift, Which indicates the significance of the sufficient value of the critical path coefficient of value (4.839), which is indicative at a probability level ($\alpha \leq 0.05$).

- The fourth impact path, ‘indirect impact’ (knowledge management processes – codification strategy – strategic drift): It was found that there is an indirect effect of the codification strategy on the relationship between knowledge management processes and its strategic drift, with a value of (0.572). It confirms the mediating role that the codification strategy plays in enhancing the impact of knowledge management processes in minimising its strategic drift. The value of squared multiple correlations was (0.500) for a codification strategy and (0.220) for strategic drift, and Table 9 illustrates this

Table 9 The results of the direct and indirect effects between knowledge management processes, codification strategy, and the strategic drift in the university field of study

<i>Independent variable</i>	<i>Intermediate variable</i>	<i>Dependent variable</i>	<i>Type of effect</i>	<i>Impact value</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Knowledge management processes	⇒	Codification strategy	Direct effect	0.707	0.068	10.397	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.337	0.085	3.964	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.392	0.081	4.839	0.000
Knowledge management processes	Codification strategy	Strategic drift	Indirect effect	0.572	-	-	0.000

This confirms the correctness of accepting the first sub-hypothesis, and this is shown by the fourth track, which showed a more significant impact than the second track.

H2.2 Personalisation strategy moderates the relationship between knowledge management processes and reducing strategic drift

Table 10 shows the mediating role that the personalisation strategy plays in the relationship between knowledge management processes and the strategic drift in the researched university. Where the results indicated the existence of four influencing paths, as follows:

- The first impact path is ‘direct impact’ (knowledge management processes – personalisation strategy): It was found that there is a direct impact of knowledge management processes on the personalisation strategy with a value of (0.895), which reflects that knowledge management processes enhance the personalisation strategy, which indicates the significance of the impact value. The critical path coefficient of value (18.645) is indicative at a probability level ($\alpha \leq 0.05$).
- The second impact path, ‘direct impact’ (knowledge management processes – strategic drift): As it was found that there is a direct effect of knowledge management processes in minimising its strategic drift with a value of (0.337), which reflects that knowledge management processes lead to a decrease in its strategic drift,

and what indicates the significance of the impact value is the critical path coefficient of value (3.964) which is indicative at a probability level ($\alpha \leq 0.05$).

- The third impact path, ‘direct impact’ (personalisation strategy – strategic drift): It was found that there is a direct effect of the personalisation strategy in minimising its strategic drift with a value of (0.333), which reflects that the personalisation strategy in the researched university leads to the minimisation of its strategic drift. Furthermore, it indicates the significance of the impact value, the critical path coefficient of value (3.872), which is indicative at a probability level ($\alpha \leq 0.05$).
- The fourth impact path, ‘indirect impact’ (knowledge management processes – personalisation strategy – strategic drift): It was found that there is an indirect effect of the personalisation strategy on the relationship between knowledge management processes and its strategic drift, with a value of (0.439). It confirms the mediating role played by the personality strategy at the researched university in enhancing the effect of knowledge management processes in minimising its strategic drift. The value of squared multiple correlations reached (0.517) for the personalisation strategy and (0.269) for the strategic drift, and this is shown in Table 10.

Table 10 The results of the direct and indirect effects between knowledge management processes, personalisation strategy, and the strategic drift in the university’s field of study

<i>Independent variable</i>	<i>Intermediate variable</i>	<i>Dependent variable</i>	<i>Type of effect</i>	<i>Impact value</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Knowledge management processes	⇒	Personalisation strategy	Direct effect	0.895	0.048	18.645	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.337	0.085	3.964	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.333	0.086	3.872	0.000
Knowledge management processes	Personalisation strategy	Strategic drift	Indirect effect	0.439	-	-	0.000

This confirms the correctness of accepting the second sub-hypothesis, and this is shown by the fourth path, which showed an increase in influence compared to the second path.

H2.3 Focus strategy moderates the relationship between knowledge management processes and reducing strategic drift.

Table 11 shows the mediating role that the focus strategy plays in the relationship between knowledge management processes and the strategic drift in the researched university. Where the results indicated the existence of four influencing paths, as follows:

- The first influential path, ‘direct impact’ (knowledge management processes – focus strategy): As it was found that there is a direct impact of knowledge management

processes on the focus strategy with a value of (0.842), which reflects that knowledge management processes enhance the focus strategy, and what indicates the significance of the impact value is the critical path coefficient of value (15.592), which is indicative at a probability level ($\alpha \leq 0.05$).

- The second impact path, 'direct impact' (knowledge management processes – strategic drift): As it has been shown that there is a direct impact of knowledge management processes in minimising its strategic drift with a value of (0.337), which reflects that knowledge management processes lead to the reduction of its strategic drift, and therefore the increasing interest in the dimensions of knowledge management processes will generate an impact on the reduction of its strategic drift, and what is evidenced by The significance of the effect value is the critical path coefficient of value (3.964), which is significant at a probability level ($\alpha \leq 0.05$).
- The third impact path is 'direct impact' (focus strategy – strategic drift): It was found that there was a direct impact of the focus strategy in minimising its strategic drift by a value of (0.301), which reflects that the focus strategy leads to the reduction of its strategic drift.

This indicates the significance of the impact value of the critical path coefficient of value (3.382), which is significant at a probability level ($\alpha \leq 0.05$).

- The fourth impact path is the 'indirect effect' (knowledge management processes – focus strategy – strategic drift): It was found that there is an indirect effect of the focus strategy in the relationship between knowledge management processes and their strategic drift with a value of (0.717). Thus, it confirms the mediating value of squared multiple correlations reached (0.519) for strategic focus and (0.259) for strategic drift, as shown in Table 11.

Table 11 The results of the direct and indirect effects between knowledge management processes, focus strategy, and strategic drift in the university in the field of study

<i>Independent variable</i>	<i>Intermediate variable</i>	<i>Dependent variable</i>	<i>Type of effect</i>	<i>Impact value</i>	<i>Standard error SE</i>	<i>The critical path CR</i>	<i>Probability level P</i>
Knowledge management processes	⇒	Focus strategy	Direct effect	0.842	0.054	15.592	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.337	0.085	3.964	0.000
Knowledge management processes	⇒	Strategic drift	Direct effect	0.301	0.089	3.382	0.000
Knowledge management processes	Focus strategy	Strategic drift	Indirect effect	0.717	-	-	0.011

This confirms the validity of accepting the third sub-hypothesis. This is shown by the fourth path, which showed more significant influence than the second path.

5 Conclusions and discussions

Contemporary organisational literature ignores critical ideas and structures that impact strategic drift reduction, such as knowledge management procedures and knowledge leverage. This is one of the rare attempts to create and test an integrated conceptual model that links knowledge management procedures to strategic drift via the moderating function of knowledge leverage. This study contributes significantly to the literature on knowledge management. By stating that organisations can change their leaders' behaviour through knowledge leverage and reducing strategic drift, improve management confidence by developing leadership capabilities and skills that improve knowledge management processes and prepare staff for change. This study's findings reveal several significant and essential findings.

Firstly, the findings demonstrate that knowledge management impacts the reduction of strategic drift in the Iraqi public universities. The knowledge management processes mainly contribute to reducing strategic drift, and Strategic leadership has an indirect and moral reverse effect, avoiding strategic deviation through the weak (Al-Jubouri, 2019). Additionally, knowledge leverage strategies reduce strategic drift by promoting brainstorming and sharing new ideas at high-level information, academic progress, research, and learning outcomes (Al-Thabayat, 2017) which obstructs growth and advancement possibilities to protect leaders' aims and benefits, including their leadership reputation (Schmid et al., 2019). The strategic mind of human resource managers contributes to reducing the levels of strategic drift (Hussein and Abdelhassan, 2020). Also, the externalisation process represents an organisation's true success culminating in the internalisation, combination, and socialisation processes. So it has the greatest impact on knowledge-leverage methods. The findings show that subordinates take advantage of Knowledge aids in reducing strategic drift, which is the objective of the leaders because this leads to success in reducing the levels of strategic drift, which has become the most affected by the strategies of knowledge leverage.

Secondly, the results confirm that the main determinants of strategic drift are (strategic planning, leadership, response to change, organisational climate, innovation and communication). The strategic planning process should be a consultative process to ensure the organisation's compatibility with the organisation's main strategy (Maosa and Gatobu, 2015) The presence of strategic fit in the infrastructure sector, but there is a slowdown in addressing the changes and challenges imposed by the external environment (Alshebli, 2016) Limited information on customer requirements, which led to the company's strategic drift. The company's failure to respond to the dynamics of the environment is considered a threat to the company and its strategies. The entry of new competitors is in the industry, which led to the weakness of the company's competitive position (Okuyemi, 2014). Which requires strategic preparedness to reduce strategic drift (Najem, 2020). Overall, our findings suggest that the knowledge management processes and their dimensions affect the reduction of strategic drift in its dimensions in the researched university.

Thirdly, our findings support the use of an appropriate methodology for knowledge management processes in the workplace. Iraqi universities must begin to produce new ideas, insights, and knowledge if they are to succeed. They need to create new ideas, insights, and information to urge their workers to share their expertise, both old and fresh (Abdulmuhsin and Tarhini, 2021). To became clear that the Iraqi universities surveyed if

they wanted to move to distinction and supremacy must pay attention to building and strategies for knowledge leverage because of their positive role in achieving integration between knowledge management processes and minimising strategic drift. When a university is afflicted with strategic drift, the university will be unable to utilise knowledge as an outcome of socialisation, combination, externalisation, and internalisation processes. This shortcoming has the potential to jeopardise the university's existence and perhaps cause it to happen demise.

On the other hand, suppose university lecturers can respond to the difficulties of knowledge leverage techniques. In that case, the initial and most significant improvements will be regaining socialisation, combination, externalisation, and internalisation processes. It is illustrated by the findings of this study, which show that lowering levels of strategic drift among academics has a moderating effect. This research makes significant contributions, both theoretical and practical. In terms of theory, this is one of few studies that look at how knowledge management impacts strategic drift reduction, concentrating on the function of knowledge leverage in such a relationship as a moderator (Maosa and Gatobu, 2015; Alshebli, 2016; Al-Jubouri, 2019; Najem, 2020). According to Hussein and Abdelhassan (2020), organisations must increase leaders' roles in knowledge management, particularly recognising the knowledge leverage of minimising strategic drift in organisational work practices (Okuyemi, 2014). They ignored, however, the structural meaning of knowledge management procedures and their influence on strategic drift reduction. Previous studies focused on the impact of knowledge management styles (Al-Jubouri, 2019).

On the contrary, we discover that the knowledge management process, which is a common habit among today's leaders, motivates subordinates to socialise, combine, externalise, and internalise on an individual basis and distributes good feelings in the workplace on a collective level. Furthermore, the knowledge management process sparks employees' excitement for implementing knowledge. We utilised socialisation, combination, externalisation, and internalisation as theoretical foundations for demonstrating using a multivariate model. We were able to predict the outcome of the election impacts of knowledge management processes on decreasing strategic drift and the moderating function of knowledge leverage which differed from previous studies. The findings show that group emotional reactions have a moderating effect on unfavourable happenings at work generated by the knowledge management processes, influencing subordinates' adoption of strategic drift reduction strategies. According to the ideas described above, this research avoids a vacuum in organisational research by recognising subordinates' responses to knowledge management processes in the workplace.

The field test demonstrates the complicated function of knowledge leverage as a modified variable in the link between the knowledge management process and strategic drift in this study's conceptual model. The desire to nurture the proper foundations for the growth of knowledge leverage universities in Iraq can significantly influence developing a knowledge faculty members' system to combat organisational illnesses, including strategic drift. Furthermore, most studies on knowledge management and strategic drift concentrate on industrialised nations in Western and Southeast Asia. By utilising Iraq as an example of a Middle Eastern country, we may focus on developing countries. This study addresses a research vacuum. The findings suggest that knowledge management behaviours are more pervasive and profound than previously thought in practical contributions. Iraqi institutions should be conscious that Iraqi higher education officials

must re-evaluate university administrators' decisions and knowledge processes. The presence of executives who use knowledge-leverage techniques may help colleges save a lot of money and time, not to mention knowledge. Using technology to reduce or eliminate strategic drift through the use of (e.g., codification strategy, diagnosis strategy, focus strategy) (Kovacic, 2006). This research also supports the notion of preserving faculty members' knowledge management processes to retain high enthusiasm and morale in the face of decreasing strategic drift, hence ensuring institutions' capacity to thrive and compete on a local and regional level and internationally. Furthermore, universities are encouraged to form, generate, exchange, and apply knowledge, and professional academic networks are needed.

Also, it considers the effect of knowledge management processes on the long-term viability of knowledge leverage strategies toward colleagues and the integration of trust, collaboration, and reaction-based qualifications. This research also employs a set of metrics (knowledge management processes, knowledge leverage methods, and strategic drift) that have been independently validated for reliability and validity. They can also be used by other academics in future knowledge management and strategic drift studies. Even though it met its primary goal, this research had a few flaws. The data was obtained from faculty members at one public institution in Iraq, which is the primary drawback. Given the number of nations in the Middle East, a future study in other countries might be beneficial, whether at public or private universities.

Furthermore, we invite future research to repeat this study in various cultural contexts using other sectors and businesses. Finally, other theoretically important parameters might be included in future investigations. For example, because knowledge management processes in organisations have multiple social aspects. It will be beneficial to look into additional factors (such as socialisation, combination, externalisation, and internalisation), which may help leaders boost such behaviours to reduce strategic drift.

Furthermore, the need to analyse academics' attitudes toward research variables through time, contrasting the results, use a qualitative method, and investigate the perspectives of the opposite side of the connection persists. Future research might use a significant sample size to give more comprehensive data on the topic. These things necessitate a thorough examination of the dynamics between subordinates and leaders and develop leadership talents and skills that help improve knowledge management processes and prepare employees for change by increasing management confidence.

In future, the knowledge flow strategy can be added as a new variable to reduce strategy drift.

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