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The reliance of embeddedness knowledge to contain strategic drift : Analysis of the opinions of senior and middle administrative leaders at universities and colleges in central and southern Iraq

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Abstract:

The current study aimed at the dependence of embeddedness knowledge in the treatment of strategic drift in its dimensions (weak communication, weak strategic flexibility, and deteriorating performance), as it tries to address a real problem reflected in the backfilling of strategic drift among the administrative leaderships in universities and colleges located in the center and south of the Central Euphrates through the embeddedness knowledge. The researchers randomly distributed (175) questionnaire forms, and the number of forms that are valid for analysis (153), i.e. a response rate of (87.4%), and it was analyzed using the advanced statistical program (SPSS.V.27 & AMOS.V.26), and the current study is considered a pioneer in its variables. Study summarized a set of conclusions, the most important of which is the existence of a moral influence relationship of embeddedness knowledge in strategic drift. This means that strategic drift can be addressed through the investment of embeddedness knowledge to improve the skills and experience of management leaders in order to develop and formulate appropriate strategies to address poor communication, poor strategic flexibility, and poor performance.

Keywords- Strategic drift, embeddedness knowledge, poor communication, weak strategic flexibility, and declining performance.

I.INTRODUCTION

The modern administrative thought has been concerned with the subject of embeddedness knowledge because it is linked to the efficiency and effectiveness of the organization in achieving its goals and reaching the essential visions, goals and values it aspires to achieve, which has contributed to increasing attention and intellectual priorities to the management of knowledge in order to contain the strategic drift. Today, more companies are increasingly aware of social and environmental pressures, as the technological revolution, characterized by intelligence and spread everywhere, thrives and profoundly affects the environment in which we work and live. Knowledge is one of the key ways in which companies can grow by addressing and reducing strategic drift.

Business organizations seek to survive and compete in light of the highly volatile environment by addressing strategic drift and reducing (weak communication, weak strategic flexibility and deteriorating performance), which requires developing strategies in innovative ways that anticipate changes in the environment. Therefore, what universities and studied colleges should do is to extrapolate events and behaviors and invest the capabilities of their leaders who have the ability to anticipate events in order to ensure an improvement in discovering weak deviations that can affect their performance and lead to their drifts. The early discovery of these strategic deviations enables colleges to respond and adapt to these changes, i.e. they have the expectation and speed of reaction.

In order to achieve this goal, Study relied on four research teams, the first of which represents Study methodology, the second included the theoretical framework of Study, and the third research included the practical aspect of Study. Finally, the fourth paper produced the most important conclusions and recommendations

II.Study Methodology

First: study problem

The subject of embeddedness knowledge is one of the important topics in modern administrative thinking, given that most organizations have weak staff as a result of technological developments and increased competition, which has created the need to

improve the performance of these staff and strengthen their organizational commitment. The nature and specificity of the sample requires its management to be ready for every crisis or threat, which makes it incumbent on the studied sample to provide the necessary requirements for developing these queens to reduce the strategic drift. Consequently, Study problem can be reflected in the fundamental question " can the studied sample provide the means to invest the influence of the embeddedness knowledge in reducing strategic drift", and this has thus generated a number of sub-questions, which can be summarized in the following:

1. What level of knowledge does the sample studied have?
2. Does the studied sample have the necessary qualifications to develop their embeddedness knowledge?
3. How much does the embeddedness knowledge reduce strategic drift?

Second: Objectives of Study

The objectives of Study can be reflected in a range of important points:

1. Determine the level of embeddedness knowledge in the sample studied.
2. To determine the extent to which embeddedness knowledge can reduce strategic drift.
3. Identify the necessary qualifications to develop their own embeddedness knowledge.

Third: The importance of Study

The importance of the study is highlighted in the following points:

1. The growing interest in the topic of embodied knowledge in reducing strategic drift, enables organizations to infer a theoretical model that contributes to the development of their potential.
2. Orienting the specimen to interest in the acquisition of knowledge themes of its two embodied types and embodied in the reduction of strategic drift is of great importance to researchers and academics as a result of the priority and importance these themes institutionalize the specimen studied

Fourth: Hypothesis of Study

After explaining the problem, importance and objectives of Study, it is possible to create a hypotic chart that illustrates the relationship between the variables involved in the analysis of the nature and type of relationship, and therefore these variables were represented in the following:

1. **Independent variable: Embeddedness knowledge**: This variable was measured as a one-dimensional variable, as the Zhouu et al.2018 standard was adopted; Lin et al.,2018) to measure this variable.
2. **Dependent variable**: Represented in strategic drift, measured based on three dimensions (poor connectivity, poor strategic flexibility, poor performance) by adopting the standard (Fichet&Giraud, 2007;Bonnici,2015;Alshebli,2016), as in Figure 1.

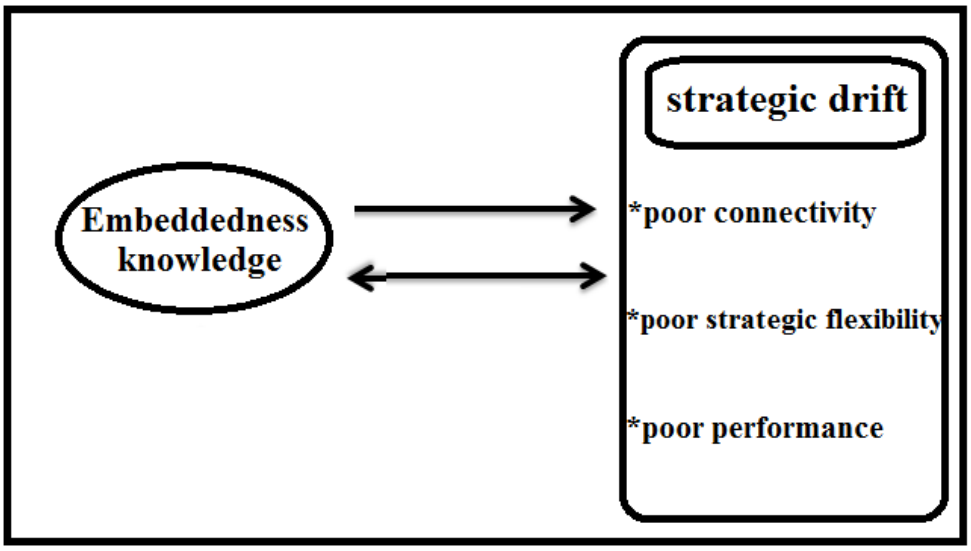

Figure 1 Study hypothesis

Source: Researcher preparation

Fifth: Study hypotheses

There are two main hypotheses in which the nature and type of relationship between the variables of the current study can be measured:

Key Hypothesis One: There is a significant statistically significant correlation between embeddedness knowledge and strategic drift, and several sub-claims emerge from this hypothesis:

Sub-hypothesis 1: There is a significant statistically significant correlation between embeddedness knowledge and poor communication.

Sub-hypothesis 2: There is a significant statistically significant correlation between embeddedness knowledge and weak strategic flexibility.

Sub-hypothesis 3: There is a significant statistically significant correlation between embeddedness knowledge and declining performance.

The second key hypothesis: There is a statistically significant influence relationship to embeddedness knowledge in strategic drift, and several sub-hypotheses come from this hypothesis:

Sub-hypothesis 1: There is a statistically significant influence relationship to the embeddedness knowledge in poor communication.

Sub-hypothesis 2: There is a statistically significant influence relationship to the embeddedness knowledge in poor strategic flexibility.

Sub-hypothesis 3: There is a statistically significant influence relationship to the embeddedness knowledge in poor performance.

Sixth: The measurement tool

This section focuses on the tools that have been placed on the field side to collect the specific data in the sample studied. The current study used the resolution measurement tool to reveal the considered sample's views and collect the necessary data and information.

Table (1) Study axes and scales

variable	Sub-dimensions	NO.	Source
Embeddedness knowledge	One dimensional	5	Zhou et al.,2018 ; Lin et al.,2018
Strategic drift	Poor connection	6	Fichet&Giraud,2007
	Weak strategic flexibility	6	Alshebli,2016
	Performance degradation	6	Sammut-Bonnici,2014

Ninth: Description of the sample study

Study community represents the faculties and universities of the central Euphrates governorates (Al-Qadisiya governorate including the Islamic University), Al-Muthanna governorate with two universities (Imam Al-Sadiq University and Sawa Al-Ahlia University), Babil governorate represented by the Islamic University, Al-Mustaqbal College, and Al-Sheikh Al-Tusi College. Imam Al-Sadiq University; Faculty of Fiqh University; Finally, Karbala governorate was represented in (Ahl Al-Bayt University, Al-Hussein University, Al-Safwa University, Al-Zahrawi College, University, and Watha Al-prophets University; Study included the administrative leaderships in these faculties, The study used the style of the intentional sample, as 175 resolution was distributed covering 85% of the studied society, and 161 resolution were recovered after data tabulation showed that the number of damaged forms (8) resolutions and 153 (153) resolutions are valid for analysis. This means that the response rate was 87.4%.

Tenth: The limits of study

1- Human boundaries: Human boundaries were represented by senior and middle administrative leaders in a group of community colleges in the governorates of the central Euphrates.

2- Spatial boundaries: The spatial boundaries were represented in the community colleges of the governorates of the central Euphrates.

3- Time limits: The study ran from the end of September 2021 until the end of March 2022.

Eleven: Previous Studies

1. **Study (Orr & Jain, 2015):** The purpose of the tagged study (Making space for embedded knowledge in Global Mental Health: a role for social work?) Recognizing the role of embodied knowledge in global mental health through the intermediary role of social work. The sample study included the case of managers in the Global Health Programme in India. The study found that embodied knowledge works negatively on global mental health, especially with regard to culture and organizational contexts related to the social work of the organizations.

2. **Study (Sabherwal & Becerra-Fernandez, 2005):** The purpose of the tagged study (Integrating specific knowledge: insights from the Kennedy Space Center) recognizing the role of specific knowledge

(contextual specific knowledge, technological specific knowledge, contextual specific knowledge and technological specific knowledge) in improving the mechanisms of knowledge integration (exchange, guidance, socialization, assimilation). The sample study included the 159 workers working at the Kennedy Space Center.

3. **Study (Gajere, 2018**): The purpose of the tagged study (Strategic drift and organizational culture in oil and gas company of Nigeria) Study on the Impact of Strategic Drift in the Regulatory Culture at Oil and Gas Company in Nigeria. The study included directors at Oil and Gas Company in Nigeria. (110) Director, the study found that strategic drift has a direct impact on the oil and gas company's regulatory culture in Nigeria.

Twelve: - Data analysis methods: -

The packages used to extract research results were two statistical packages (SPSS.V.27 & AMOS.V.26), but the methods used to extract research results were as follows:

1. Natural distribution: its purpose is to measure the nature of the data and indicate whether the study's findings can be disseminated to the research community.
2. Alfa Cronbach coefficient: Measuring the stability of the measurement instrument with standards, and the requirements of the sample studied.
3. Computational medium: Measure the amount of data centered around its medium.
4. Standard deviation: Measuring the extent of dispersion of data from its computational medium.
5. Relative importance: Measuring the level of availability of variables and the dimension of the study in the studied sample.
6. Pearson correlation coefficient: measurement of nature, type of relationship between study variables involved in analysis.
7. Impact coefficient: Measuring direct, indirect impact among study variables.

III. Part Two: Theoretical Framework

First: The concept of embeddedness knowledge

Today, more and more business organizations are fully aware of the social and environmental pressures brought about by the technological revolution, smart, highly expanded and focused attention on the environment, creating the need to encourage workers to innovate more with the knowledge they embody. Innovation is one of the key ways in which organizations can achieve sustainable growth, and in particular knowledge and technological success (Lin et al., 2018:1), embodying Polanyi first addressed in sociology (Polanyi, 1994:145), and indicating an understanding of social structural literature, building relationships, building the requirements of the organization and analyzing them to achieve the goals of the organization (Santos et al., 2021:1).

Embeddedness knowledge is a characteristic of knowledge through which an organization can invest knowledge, assets and tools and apply actions inherent in the minds of individuals to achieve best practices that serve the objectives of the organization and achieve efficiency in selecting the citizens that achieve the greatest value and place among the competing organizations (Argote & Ingram, 2000:151; Leszczyńska,2013:290 ; Safadi et al.,2018:2 ; Leszczyńska& Pruchnicki,2015:111).

The input of the embeddedness knowledge explains how informal mechanisms of trust and expectations of cooperative behavior emerge in the relationship, and how these mechanisms can be invested in a way that facilitates the transfer of knowledge resources between members of the organization and actors. This gives the organization the ability to build unique mechanisms that motivate and protect the transfer of its knowledge and enhance its capabilities to create and exchange knowledge among its staff (Uzzi & Gillespie, 2002:597); The initial entry into embeddedness knowledge allows the organization to share and reallocate its own knowledge in a way that paves the way for the development of this knowledge through the requirements of cognitive thinking and innovative exploration (Berglund & Leifer, 2013:6).

In this sense, agreement on a comprehensive concept that reflects the embeddedness knowledge is extremely difficult because of the different views of researchers, academics and writers on this subject, and thus Table 2 illustrates the accessible views of researchers on the concept of embeddedness knowledge.

Table (2) concept of embeddedness knowledge in the opinions of researchers

NO.	Researcher	Concept
1	Purvis et al.,1995:216	Knowledge of the development of FAO systems and procedures to improve its capacity to structure

		knowledge into the rules and relationships that can be stored to serve the Organization in the short and long term.
2	Purvis et al.,2000:245-246	The extent to which knowledge is coded, systems developed and stored within knowledge warehouses
3	Leszczyńska,2004:4-5	A key feature for improving the learning capacity of the organization through the development of its capacity to transfer and invest knowledge
4	Chen et al.,2012:13-14	Shared values, procedures and systems built through socialization
5	Leszczyńska,2013:202	Reuse of past accumulated knowledge to improve the Organization's operational processes.
6	Raassens et al.,2014:3	Synthesis of support for FAO activities to provide services to targeted clients in a customer-friendly manner.
7	Zhou et al.,2018:3	The cognitive properties embeddedness within an organization that serve to achieve successful knowledge acquisition and technological changes
8	Togola et al.,2019:2-3	An essential feature of the knowledge used by the Organization to improve the ability of its staff to use modern tools and techniques
9	Lee& Bi,2020:4	The accumulated experience and knowledge of process management and innovation within the organization and directed to help it respond better to internal and external pressures.
10	Zhao et al.,2021:2	To improve the Organization's ability to address damage by investing opportunities and responding to threats

From the above, it can be said that embeddedness knowledge represents a combination of common values, procedures and systems aimed at codifying and developing knowledge in a way that will contribute to improving the Organization's ability to invest its databases and develop its relationships to build and disseminate new ideas that satisfy different market needs and requirements.

Second: The importance of embeddedness knowledge

The importance of embeddedness knowledge in the role it plays in the transfer of knowledge in a way that contributes to the development of the organization's ability to improve its performance through sharing knowledge and identity and a clear interpretation of its reality, and improving the organization's productivity through coordination between the different parts of the organization (Chen et al., 2012:13-14). Between (DeVer, 2010:28; Orr& Jain,2015:18) embeddedness knowledge defines the practices of managers in an organization by developing their capacity to address organizational problems and crises. Hsiao et al., 2006:1293; Ciapetti,2009:8) embeddedness knowledge embodies the practices and experiences of knowledge makers in technological contexts that meet the objectives of the organization. In a course (Purvis et al., 2000:245), the embeddedness knowledge contributes to the codification and guidance of the Organization's systems development and storage in the knowledge warehouses, the dissemination of creativity and the improvement of organizational learning for FAO staff. (leszczyńska, 2004:2), the embeddedness knowledge is seen as improving the organizational performance of the organization by raising its knowledge efficiency. Agrees (Vinekar& Teng, 2012:15. ACCAoucaou et al., 2014:1) highlight the importance of embeddedness knowledge in understanding customer requirements leading to increased sales of the organization, as well as investment of it in sales and marketing to create a clear vision in the design of new products, to assist in the flow of knowledge between management and the organization, and to monitor the implementation of FAO laws and regulations (Sinclair, 2000:489).

Third: The concept of strategic drift

The concept of strategic drift was first introduced by Johnson in 1988, which first addressed the concept of logical growth, which suggests that managers build their concerns about a range of external incentives and their understanding of the environment based on a homogeneous, fairly stable, point of view. Consequently, they tend to adjust the organization's strategy gradually and based on their prior view without prior awareness, and

thus lead the organization to place strategic drift as the gradual failure of the current strategies to address the competitive position of the organization (Alabadi & Joudeh, 2020:1546 ; Al Bayati, 2020:42 by Joseph & Cox, 2015), defining an accurate concept of strategic drift is more complicated because of its novelty and the complexity of its areas, as many organizations are trying to study it and find appropriate mechanisms to deal with it. Consequently, most organizations have sought to accommodate sufficient flexibility to develop modern organizational methods and create efficient communications to encourage cooperation between their human resources in order to alleviate the drifting situations they face at work (Hussein and Abdulhasan, 2020:205). In this regard, agreement on a comprehensive concept that reflects strategic drift is extremely difficult due to the different views of researchers, academics and writers on this subject, and thus table 3 illustrates the accessible opinions of researchers on the concept of strategic drift.

Table (3) the concept of strategic drift according to the opinions of some researchers, writers and academics

NO.	Researcher	Concept
1	Dwyer at el. , 2007 : 367	Situation caused by a knowledge and strategic gap between the internal and external environment of the Organization.
2	Maosa, 2015:2	A gradual reduction in competitive work results in an organization failing to recognize and respond to changes in the business environment, resulting in reduced performance and productivity.
3	Gachanja,2018:3	The state of malaise and inequality between the strategic differences of the Organization and the gradual changes taking place in the environment.
4	Shokhnekh et al.,2018:1435	A situation that results in legislative violations, tax sanctions against small organizations and personal efforts affecting the internal situation of the organization.
5	Yushkova et al., 2019: 2	The set of constraints on the capacity of staff who are in trouble, as well as the formalization of the work of the Organization
6	Al Bayati, 2020: 22	The elements aimed at revealing weak leadership, weak structural plans, weak organizational structure in order to obtain the result of the organization's cognitive impairment, and weak control of its external environment.
7	Alsaqal et al.,2021:1	A state of stagnation and the Organization's inability to keep pace with rapid changes in its environment.
8	Gajere& Nimfa,2021:1	The way in which competitive work is gradually deteriorating, resulting in the Organization being unable to recognize and interact with changes in the internal and external organization.

From the above it can be said that strategic drift is a state of deterioration and rigidity that can lead to a weakening of the Organization's communication capacity, a deterioration in performance, weak strategic and organizational flexibility, weak competitive position and weak response and environmental adaptation, which in turn affect the growth and stability of the Organization.

Fourth: Dimensions of strategic drift

Three dimensions can be identified to reveal strategic drift:

1. Poor connection

Strategic drift occurs when an organization gradually loses contact with the business environment through these additional changes and only realizes that it has lost contact when it is too far from being able to restore the situation through gradual change. In other words, marginal changes to the strategy in the organization's current culture may lead to a strategic drift reflecting strategies that are incompatible with changes in the environment (DWyer & Edwards, 2009: 326-327).

2. Weak strategic flexibility

Strategic drift represents a trend in progressive development strategies based on the historical and cultural influences of the organizations, which fail to keep pace with the changing environment, and weakens the competitive advantage of the organization by limiting the rapid development of its strategy in a way that is incompatible with the changing environment (Zafirova, 2014:490). The strategic drift (Gachanja, 2018:4) is seen as a gradual decline in competitive work leading to the organization's failure to recognize and respond to changes in response.

3. Performance degradation

As a result of the weakening of the organization's performance, this leads to a strategic deviation due to businessmen's concern over the violation of legislation, the imposition of tax sanctions on small organizations, the incorrect interpretation of legislation, and the accidental distortion of the items of business operations in tax accounting and reporting. Tax risks have financial implications and have a significant impact on the performance of small organizations, and the conditions for strategic drift are determined. Taxes are imposed on the Organization, and as a result, no administrative decision would simply be effective or appropriate without exploring tax risks (Shuknekh et al., 2018:1435).

IV. Part Three: The practical aspect

First: Read Study variables

Reading Study variables and finding the results necessary to explain the phenomenon in question toward the sample in question requires the development of a set of symbols to establish a clear understanding before the reader in order to read and understand the results and variables and their dimensions, so table 4 shows the most important symbols that can read, describe and encode Study variables.

Table (4) Description and Read Study variables

variable	Sub-dimensions	NO.	Cod	
Embeddedness knowledge	One dimensional	5	KE	
Strategic drift	Poor connection	6	SDPC	SD
	Weak strategic flexibility	6	SDWSF	
	Performance degradation	6	SDPD	

Second: Testing reasonableness of data

The results of Table 5 show that the test of the reasonableness of the embeddedness knowledge and strategic drift data follows the normal distribution, with the test statistic reaching 0.221, 0.129, which means that the level of morale of the Kolmogorov-smirnov test is higher than the estimated value (0.05) at a significant level (0.156, 0.200). This shows that all the paragraphs on the embeddedness knowledge variable and strategic drift follow normal distribution, meaning that the findings of Study can be generalized to the research community, and that this result allows the use of teacher tests in analyzing and interpreting drawn data.

Table (5) the results of moderation of Study data

	Kol-Smi		
	Statistic	Df	Sig.
Embeddedness knowledge	**0.221**	**153**	**0.156**
Poor connection	0.144	153	0.184
Weak strategic flexibility	0.165	153	0.191
Performance degradation	0.149	153	0.194
Strategic drift	**0.129**	**153**	**0.200**

Third: The stability of measuring tool

From the results of Table 6, the measurement tool in its final form is highly stable and reliable, as proven by the independent variable (embeddedness knowledge) with a constant factor of 0.882 respectively, and

the dependent variable (strategic drift) with a stability factor equal to 0.859. It can therefore be said that the measurement tool can be highly stable, in the interest of the sample being investigated and in the interest of its intended objectives.

Table (6) Study variables constant coefficients

variable	Sub-dimensions	NO.	Cod	
Embeddedness knowledge	One dimensional	5	0.882	
Strategic drift	Poor connection	6	0.803	0.859
	Weak strategic flexibility	6	0.761	
	Performance degradation	6	0.787	

Fourth: Description of variables in Study

1. Describe and diagnose the variable of embeddedness knowledge

Table 7 refers to the results of the descriptive statistics of the variable of embeddedness knowledge by 8 paragraphs, as the general arithmetic average reached 3.39 with a standard deviation of 0.836 and its relative importance (68%), which means that the leaders of the sample surveyed agreed on the items of this dimension. This confirms the faculty's management awareness of the importance of the embeddedness knowledge and the identification of new knowledge in order to develop the abilities of its leaders to use the necessary techniques to develop research colleges.

The first paragraph, which says **that the college management can easily determine who can help us when we need new knowledge**, obtained the highest mean of 3.8 with a standard deviation of 1.028 with a relative significance of 76%, which means that the level of answers of Study sample is heading toward agreement and at a fairly high level of response. As well as the level of availability of well-embeddedness knowledge.

The fifth paragraph (**difficulty for the corresponding colleges to obtain technical knowledge through field observation**) obtained the lowest computational mean of (3.02) with a standard deviation equal to (1.2) and a relative interest of (60%), which means that Study sample response level is neutral and moderate.

Table (7) descriptive statistics of the embeddedness knowledge variable

NO.		mean	S.D	Answer direction	Answer level	%	Order of importance
KE1	College management can easily determine who can help us when we need new knowledge	3.8	1.028	I agree	high	76%	1
KE2	College management can determine who can help us learn tools and techniques when we need new tools	3.71	1.049	I agree	high	74%	3
KE3	The college management can identify the necessary equipment and technology when needed at our college	3.75	1.096	I agree	high	75%	2
KE4	College management can easily identify the required information and provide it as needed	3.51	1.077	I agree	high	70%	4
KE5	The difficulty of access of the corresponding colleges to technical knowledge through field observation	3.02	1.2	Neutral	Moderate	60%	8
KE6	The difficulty for the corresponding colleges to obtain technical knowledge through technical equipment	3.04	1.117	Neutral	Moderate	61%	7

KE7	Difficulty for counterpart colleges to obtain technical knowledge through testing and using services	3.1	1.018	Neutral	Moderate	62%	6
KE8	The difficulty for the corresponding colleges to have knowledge about how we do our work, activities, functions and procedures	3.16	1.225	Neutral	Moderate	63%	5
Rate of variable of embeddedness knowledge							
mean		**3.39**	S.D		**0.836**	%	**68%**

2. Summary describing and diagnosing the strategic drift variable

Table 8 reviews the summary description and diagnosis of the strategic drift variable, as the results show that the total arithmetic mean reached 3.05 with a standard deviation of 0.899 and with a relative interest of 61%, which means that the studied colleges realize the level of strategic drift they suffer from, which requires them to develop their capabilities in order to address the deterioration of performance they suffer. This has shown the weakness of communication with a mean of 3.1, a standard deviation of 0.919, and a relative importance of its value of 625, in addition to the weakness of strategic flexibility with a mean equal to 3.03, a standard deviation of 0.987, and a relative importance equal to 61%. This confirms that the studied colleges realize the reasons that affect the performance of their internal operations and hinder their development.

Table 8 Summary of descriptive statistics for the strategic drift variable

NO.		**mean**	S.D	**Answer direction**	**Answer level**	%	**Order of importance**
1	**Poor connection**	**3.1**	**0.919**	**Neutral**	**Moderate**	**62%**	**First**
2	**Weak strategic flexibility**	**3.03**	**0.987**	**Neutral**	**Moderate**	**61%**	**Second**
3	**Performance degradation**	**3**	**0.97**	**Neutral**	**Moderate**	**60%**	**Third**
Rate of variable of Strategic drift							
mean		**3.05**	**S.D**		**0.899**	%	**61%**

Fifth: Test study hypotheses

Key hypothesis 1:

The point of this hypothesis states that there is a statistically significant correlation between the embeddedness knowledge and the strategic drift.

Table 9 shows a statistically significant correlation between the embeddedness knowledge and strategic drift, its amount (0.749), a moral level less than 0.01 and a strong direct relationship according to the Cohen et al., 1983, which confirms the faculty's awareness of the level of interest in the embeddedness knowledge with a view to addressing the strategic drift from which the schools are suffering. The results of the sample responses also showed a significant correlation ranging from (0.664) to (0.737) to (0.737) to (0.737) to the effect of deterioration in performance, and Figure 19 illustrates the distribution of the power of correlation between the embeddedness knowledge and the dimensions of strategic drift.

Table 9: Matrix of coefficients of the correlation between embeddedness knowledge and strategic drift

Embeddedness knowledge			
Strategic drift	**Performance degradation**	**Weak strategic flexibility**	**Poor connection**
.749**	.737**	.664**	.705**
**. Correlation is significant at the 0.01 level (2-tailed).			

Key hypothesis 2:

This hypothesis states (there is a statistically significant influence relationship to the embeddedness knowledge in strategic drift)

Table 10 results shown in Figure 2 show the moral effect of embeddedness knowledge in strategic drift, as increasing embeddedness knowledge by one standard weight results in the strategic drift containing by (-0.805), a standard error of (-0.058), and a critical value of (-13.879). This means that colleges and Study community recognize the importance of containing strategic drift through embeddedness knowledge.

The results also indicate that the embeddedness knowledge contributed to explaining 0.560 of the variation obtained in strategic drift, while the residual value is outside Study limits.

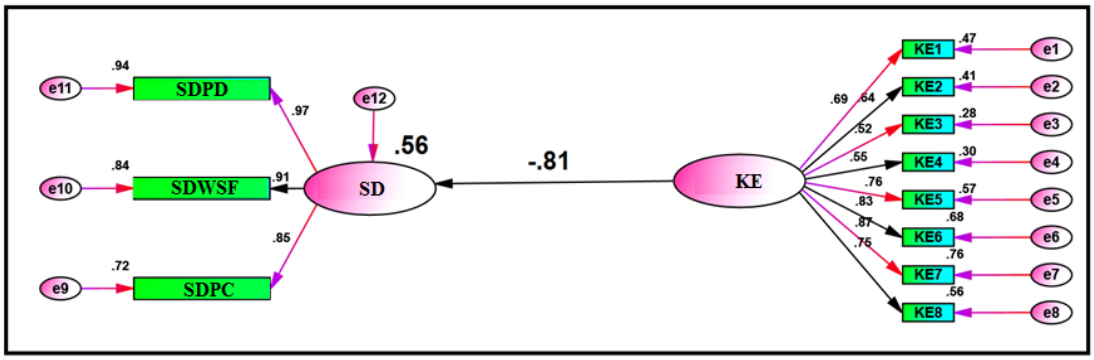

Figure 2 the direct impact of embeddedness knowledge in strategic drift

Table (10) Results of analysis of the direct impact of embeddedness knowledge in strategic drift

path			a	β	error	C.V	F	R^2	P
KE	-->	SD	0.321	0.805-	0.058	13.879	192.550	0.560	0.001

Several sub-hypotheses emerge from this hypothesis:

Subclaim 1: There is a statistically significant influence relationship to the embeddedness knowledge in poor communication.

An increase in embeddedness knowledge by one standard weight results in a loss of communication by (-0.705), a standard error of (-0.063), and a critical value of (11,191), which means that the faculty of Study community recognizes the importance of containing weak communication through embeddedness knowledge.

Subclaim 2: There is a statistically significant influence relationship to the embeddedness knowledge in poor strategic flexibility.

Increasing embeddedness knowledge by one standard weight results in a weakness of strategic flexibility by (-0.664), a standard error of (0.072) and a critical value of (9.222), which means that colleges and Study community recognize the importance of containing weak strategic flexibility through embeddedness knowledge.

Subclaim 3: There is a statistically significant influence relationship to the embeddedness knowledge in poor performance.

An increase in embeddedness knowledge by one standard weight results in a reduction in performance of (-0.737), a standard error of (-0.064) and a critical value of (-11,516), meaning that the faculty and Study community recognize the importance of containing degradation of performance through embeddedness knowledge.

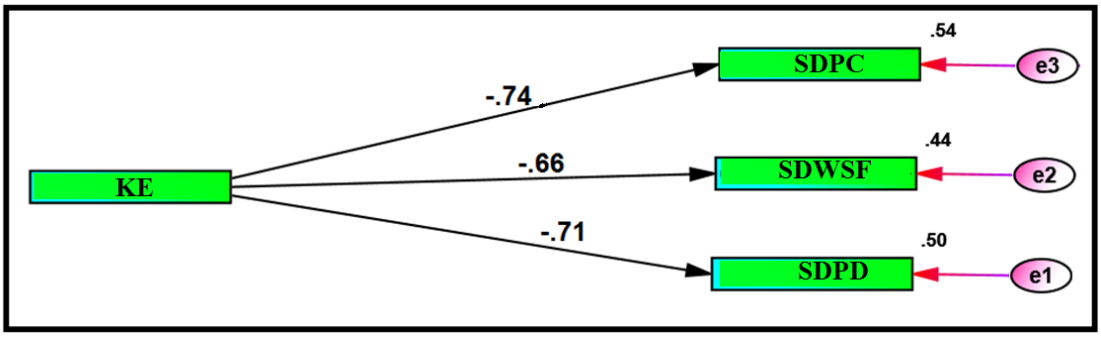

Figure 3 Direct impact of embeddedness knowledge in the dimensions of strategic drift

The results also indicate that the embeddedness knowledge contributed to explaining (0.497, 0.441, 0.543), respectively, the variation obtained in the dimensions of strategic drift (poor communication, poor strategic flexibility, and poor performance), and the residual value is outside Study limits.

Table (11) Results of a direct analysis of embeddedness knowledge in the dimensions of strategic drift

path			β	error	C.V	R^2	P
KE	-->	SDPC	0.705-	0.063	11.191	0.497	0.001
KE	-->	SDWSF	0.664-	0.072	9.222	0.441	0.001
KE	-->	SDPD	0.737-	0.064	11.516	0.543	0.001

V.Part Four: Conclusions and recommendations

First: Conclusions

1. The results showed the availability of the knowledge embodied in the sample studied at 68%, which means that the sample studied is aware of the importance of the contribution of the knowledge embodied in the explanation of the amount (0.560) of the variation in strategic drift.
2. The existence of a relationship of moral association between embeddedness knowledge and strategic drift, which means that the studied administrative leadership recognizes the importance of improving the relationship between embeddedness knowledge in order to establish the necessary frameworks and foundations to address the strategic drift suffered by faculties and Study community.
3. The existence of a moral influence relationship of embeddedness knowledge in strategic drift to its dimensions, which means that strategic drift can be addressed through the investment of embeddedness knowledge to improve the skills and experience of faculty management leaders Study community to develop and formulate appropriate strategies to address poor communication, weak strategic flexibility, and poor performance.
4. The results showed that faculty management can determine what new embeddedness knowledge they need, which means they can identify the equipment and techniques needed to improve their cognitive abilities.
5. The results showed that college management focused on improving overall cognitive performance, which means improving the effectiveness of their abilities in addressing their poor performance.
6. The Department of Colleges' interest in developing the administrative leaders' faculties by encouraging them to use the embeddedness knowledge to be kept informed about electronic academic developments that improve the performance of their faculties and departments.

Second: Recommendations

1. The College Administration and Study Community should improve their communication capacity and set goals, which require them to adopt internal and external communication methods aimed at making leaders in contact with the outside world of the college.
2. College management requires Study I have to to focus on improving their potential to open new branches and departments, which requires them to adopt new and flexible ideas and techniques of knowledge in dealing with competitive external environmental conditions.
3. College management should focus Study community on meeting the needs and desires of employees and students in order to improve their reputation and enhance their competitive strength, requiring them to invest the best experts to address their weak strategic flexibility.
4. The faculty should adopt a database on project building and investment to provide high-quality education services, which requires more effort, resources and time to formulate the best strategies and invest the best techniques to achieve this goal.
5. The Department of Colleges must focus on adopting new and good training and education programs to improve and formulate the skills, capabilities and expertise of employees, both in the functional and educational aspects, which require them to develop rigorous and difficult activities in order to encourage them to develop their professional and educational levels.

VI.References

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