Mediation Role of Strategic Direction between Knowledge Risk Management and Organization's Effectiveness[1] Analytical research in the Iraqi government banking sector

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Abstract

Organizations nowadays, whether public or private organizations, productive or service (such as banks), face major challenges as a result of rapid and continuous changes, and in front of these challenges traditional management operations and tools become unable to make the organization able to work, which makes it imperative for these organizations to follow the methods and management practices, including the proposed knowledge risk management and strategic direction so that it can elevate its actions at the level of developments in reality, in the sense that these organizations and in the light of environmental developments to characterize their strategic direction as an intellectual approach characterized by modernity and entrepreneurship and through its operations and methods, it is able to raise the level of performance of the organization and enhance its position in its economic sector.

In order to explain the expected relationships and links between the variables of research, a number of questions were formulated, which reflect these links, and most importantly: What are the reality of the strategic direction in its conceptual environment and its intellectual links with knowledge risk management and organization's effectiveness. The research aimed at achieving a set of goals related in essence to uncover the relationship between the knowledge risk management and the strategic direction and its impact on the effectiveness of the organization by identifying the nature of this relationship as the main objective.

The most important conclusions reached by the research was the pursuit of the studied bank's administration towards the formulation of its mission is clearly written and its eagerness to agree that mission with the activities practiced in its usual day at the operational level and the future of renewable horizon at the strategic level.

Key word/ Strategic Direction, Knowledge Risk Management, organization's effectiveness.

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Introduction

Strategic direction is the cornerstone of any organization, as it is the path that guides the organizations in their path to the desired future, and through their directions, the organizations set their strategic objectives, And make the senior management of the organization fully aware of its goals and areas of activity and beneficiaries of the activities they provide and help them to recognize the structure and environment at Internal and the policies followed by philosophical frameworks that govern their methods of decision-making and their human and material needs and development requirements.

At the same time, there is increasing interest in the application of Knowledge Management (KM) in administration issues and increased emphasis on risk management (RM) in response to the growing organizational awareness of the organization's responsibilities. This research led to an attempt to contribute to the emergence of a new field of research, (Knowledge Risk Management, KRM), which integrates risk management and knowledge management processes.

The concept of performance has always been linked to all that contributes to the achievement of strategic objectives and has become a concept within the strategic thinking and direction in the context of organizations seeking to achieve high levels of performance in the field of its activities because the improvement of performance and development of organizations is no longer optional but essential to ensure survival and continuity.

Based on the above, the current research seeks to study the intermediate role of the strategic direction between the knowledge risk management and the organization's effectiveness, especially as the consequences of mismanagement of knowledge risk are significant and have negative consequences, such as financial loss.

This approach is based on identifying the actual risk, predicting the likelihood, consequences, and results of this risk, and deciding what path to take to avoid risk and develop and implement strategic solutions. This is expected to lead to high levels of performance for organizations to sustain, grow and survive.

Part 1: Research Methodology

1-1 The Research Problem

The failure of organizations of all kinds, including government banks, to realize the reality of skill and knowledge diversity of the workers and existing interactions, but exposing it to many risks associated with knowledge management, including the apprehension of undesirable results in shaping strategic directions for organizations and then varying levels of performance, which expose them to the risks of knowledge, including the continuity knowledge risks and the knowledge acquisition risks and the knowledge outsourcing risks and the knowledge articulation risks.

In order to explain the expected relationships and linkages between Research's variables, a number of questions have been formulated that express these links in their conceptual framework at the conceptual level, and practical application level within the theme:

1.What are the reality of the strategic direction in the conceptual environment and its intellectual links with the knowledge risk management?

2.Does the knowledge risk management have a specific sense of contemporary administrative thought? And what level of endoscopy?

3.Does the integration of knowledge risk management affect the different strategic directions of government banks studied in their effectiveness?

1-2 Research Importance

1. Integration of knowledge management and risk management can be used to plan, establish and evaluate knowledge losses, and this helps to ensure that the key issues related to knowledge loss and risk have been taken into consideration during planning and implementation.

2. The current research is expected to be one of the researchers which contribute to guide managers of banks and financial institutions in the Iraqi government sector to the most prominent patterns through which these institutions can employ the results which are expected to result from research as far as the common view is concerned with risk management techniques and knowledge management processes and their impact on performance according to the strategic direction of those institutions.

3. The importance of research is also highlighted in the context of increasing interest in the application of knowledge management in administrative issues, especially in financial service organizations such as banks, with emphasis on risk management.

4 - The strategic direction is a cornerstone of the strategic thinking depends on which is a solid ground for the flexibility of the work of organizations in the present and future. The strategic direction reduces the confusion in determining the most suitable path, and this is what organizations need, as any variable, no matter how small, can affect the performance of organizations.

1-3 Research Objectives:

The research went on to achieve a set of goals related in essence to uncover the reality of the relationship between KRM and strategic direction Through the recognition of the nature of this relationship as a prime objective of the ramifications of the following sub-goals:

1.Investigating the mechanisms of integration between risk management and knowledge management on the different strategic directions of the studied government banks, and then their impact on their level of effectiveness.

2.To explore the mechanisms of integration between risk management (RM) and knowledge management (KM) on the different strategic directions of the studied government banks.

3.Explain the relationship between KRM and the strategic direction and to show the strength and trend of that relationship.

4.Propose solutions to financial institutions, particularly banks research sample, improve the working methods and explore the possibility of providing other frameworks for integration between the management of knowledge risk in the future.

1-4 Research model

Figure (1) illustrates the proposed research model

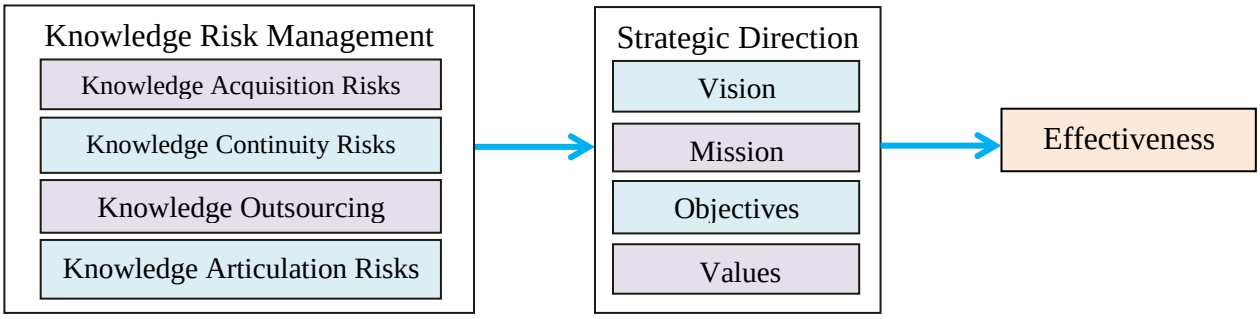


Figure (1) Proposed Research Model

1-5 Research Hypotheses:

Main hypotheses: The strategic direction of the organization mediates the relationship between the knowledge risk management and the effectiveness of the organization. Four subsets are derived from these sub-hypotheses:

1.The first sub-hypothesis: The organization's vision mediates the relationship between the dimensions of knowledge risk management (Knowledge Acquisition Risks, Knowledge Continuity Risks, Knowledge Outsourcing Risks, and Knowledge Articulation Risks) and the effectiveness of the organization with specific statistical significance.

2.The second Sub-hypothesis: The organization's mission mediates the relationship between the dimensions of knowledge risk management (Knowledge Acquisition Risks, Knowledge Continuity Risks, Knowledge Outsourcing Risks, and Knowledge Articulation Risks) and the effectiveness of the organization with specific statistical significance.

3.The third sub-hypothesis: The objectives of the organization are the relationship between the dimensions of knowledge risk management (Knowledge Acquisition Risks, Knowledge Continuity Risks, Knowledge Outsourcing Risks, and Knowledge Articulation Risks) and the effectiveness of the organization with specific statistical significance.

4. The fourth sub-hypothesis: The values of the organization are the relationship between the dimensions of knowledge risk management (Knowledge Acquisition Risks, Knowledge Continuity Risks, Knowledge Outsourcing Risks, and Knowledge Articulation Risks) and the effectiveness of the organization with specific statistical significance.

1-6 Population Research and Sample

1-6-1 Population Research: **To meet the requirements of the applied side of the research, and achieve its objectives, it was necessary to choose a research community that matched and was consistent with what it sought and aspired to achieve. and In order to test hypotheses on the ground in an Iraqi working environment, government banks operating in Baghdad were selected exclusively, which means that the research community represents Al-Rafidain and Al-Rashid banks and their branches deployed in Baghdad, including the general administration of the two banks, and according to the following considerations:**

a- At present, government banks represent the most suitable environment for testing research hypotheses, because of the knowledge risks that deal with them and that reflected the strategic direction and effectiveness of its performance.

b- The banking sector, in general, represents a fertile ground for research because it is a service sector and a key pillar of the Iraqi national economy.

1-6-2 Research sample: **The current research was adopted at the time horizon on cross-section method, meaning of observational study method and data analysis is through gathered from simple random sample, this type of sample means equal opportunities for all elements of society to be a sample, or representative subset specifically a certain point of time, to sort the existence and magnitude of the impact of one or more independent variable on the dependent variable in a certain point of time.**

The number of managers in the sample (52) as including managers of bank branches (25) and formed a percentage (35%) of the total sample, as well as the assistants and officials of sections and divisions (150) official. It was found that the number of retrieved forms valid for statistical analysis research (202). Thus, the response rate for the total sample (222) was (91.9%). It was a distinct and statistically acceptable response for research purposes and applications. Two of the questionnaires were ignored because it did not meet the requirements, and the sample size became actual (202).

The research sample described according to its characteristics determined by gender, age academic achievement, job title, the academic specialization, and year in work shown in table (1) using descriptive tools known as frequencies, numbers, percentages, and relative importance of each of the categories from which each studies property of the research sample was formed as follows:

Table (1) sample properties

Characteristics		Number	Ratio %	Relative Importance
Gender	Male	58	28.7	2
	Female	144	71.3	1
Total		202	100	
Age/ Year	Less Than 25	2	1.0	4
	25- Less Than 35	31	15.3	3
	35- Less Than 45	49	24.3	2
	More Than 45	120	59.4	1
Total		202	100	
Academic Achievement	Secondary School	38	18.8	2
	Technical Diploma	27	13.4	3
	Bachelor	123	60.9	1
	Higher Diploma	5	2.5	5
	M. A.	8	4.0	4
	Ph.D.	1	0.5	6
Total		202	100	
Job Title	Manager	52	25.7	2
	Vice Manager	97	48.0	1
	Head Of Observers	20	9.9	4
	Others	33	16.3	3
Total		202	100	
Academic Specialization	Administration	78	38.6	1
	Accounting	31	15.3	3
	Finance And Banking	5	2.5	6
	Languages	19	9.4	4
	Statistics	13	6.4	5
	Others	56	27.7	2
Total		202	100	
Year In Work	Less Than 5 Years	2	2.5	6
	5- Less Than 10	23	11.4	4
	10- Less Than 15	10	5.0	5
	15- Less Than 20	28	13.9	3
	20- Less Than 25	40	19.8	2
	More Than 25	96	47.5	1
Total		202	100	

Part 2: Theoretical Framework

2-1 What Strategic Direction and Dimensions:

2-1-1 What Strategic Direction

Strategic direction has been carefully studied by writers and researchers in the field of strategic management, and coincided with the radical transformations witnessed by the world in recent decades towards the era of information and knowledge economies, these transformations have created challenges for organizations to adopt competitive dimensions that enable them to excel at competing organizations, through the acquisition of a clear strategic vision and the formulation of an exciting mission and strategic objectives and ambition and realistic values and principles of ethical work solid.

The organizations constantly work to achieve success and maintain their success and survival, which makes them constantly seek to develop and improve and adjust their strategy, and develop their products, and the use of tools and means of renewable, and the management of modern organizations to benefit from the knowledge that leads to the availability of new opportunities, and to achieve progress and continuous development (الكرخي, 2009).

It has become a core task for strategic managers to deal with an uncertain and precarious future that requires them to make strategic decisions to ensure the future of the organization and be strategically directed (Manmillan & Tompoe, 2000: 12).

The strategic direction is one of the modern administrative concepts that are concerned with defining the basic future of the organization and the overall goals it seeks to achieve. It reflects a realistic understanding of what is going on in the internal environment of the organization and attempts to identify the strengths and weaknesses in them, and understanding the external environment and try to identify the opportunities and risks involved, which enables the prospect of the future, and prepare for it, the formulation of a set of strategic alternatives that lead the organization to achieve its objectives, and provide better conditions and conditions that contribute to facilitate the achievement of those goals (الزريقات, 2012: 284).

Both of (Hitt et al., 2000: 405) provide strategic direction guidance evidence organizations geared towards clarifying the requirements for continuous improvement of performance, as the strategic direction reflects the level of awareness of managers of their surroundings and their response to environmental developments and changes, (الغزالي, 2000) emphasizes the importance of recognizing the organization's current physical, humanitarian and financial capabilities and the values of senior management personnel, which greatly affect the objectives and strategies of the organization. These factors may represent strengths for the organization and opportunities to be exploited or represent constraints or threats that should be avoided. and minimize their negative effects.

(Shunnaq & Reid, 2000: 21) defined the strategic direction as providing equal and long-term efforts to protect and invest the organization's resources and to ensure the appropriate vision and flexibility required for the managers, to adapt their direction to the environment and meet their needs.

(الراوي, 2001: 35) defines strategic direction as a tool for coordinate efforts across the draw basis for achieving effective communication between all levels of configuration module thought to connect all their plans and as a guide for its resources towards meeting their needs to identify the organization to its environment, and justifying the legitimacy of its existence.

Accordingly, the strategic direction can be defined as the general future path chosen by the organization based on its knowledge and material resources available to achieve its general objectives effectively under conditions of environmental uncertainty.

2-1-2 Strategic direction dimensions:

The authors and researchers differ in determining the number and naming of the dimensions of the strategic direction. This difference is due to the different approaches to the subject, as well as the background of the writers and researchers and their specialties, It can be said that this divergence of views does not reach the difference in its fundamentals, but there is a great deal of emphasis on the importance of the dimensions of the strategic direction of the organization in addition to meet the implications of many dimensions. Perhaps the most important dimensions identified by researchers in their studies and the most frequently repeated dimensions are (vision, mission, goals, and values).

2-1-2-1 Organization's Vision: It was agreed that the importance of developing a basic vision in any special organization for managers and executives, and that the organization seeks to achieve them in the long term, and answer the vision of the basic question, what does the organization want to be?, clear vision provides the basis for developing a comprehensive mission statement. (حبتور ين, 2007: 89) defined the vision as a future perspective for management and employees, and a source of loyalty and common belonging to the organization in all its activities. It is a vision of humanity, future and collective, crystallizing and regulating the work of all towards the goal on which all efforts are focused.

2-1-2-2 The organization's mission: Organizations found to achieve a purpose, although the purpose may change over time, but it is fundamental, as it shows the stakeholders the real reason for the existence of organizations is the mission of the organization, thus, (الدوري, 2005: 51) defined it as the reason for the organization's existence and purpose, (القطامين , 1996) defined it as the main purpose for which the organization was established and the scope of its work and operations is determined. (Robson, 1997: 18) asserts that the organization's mission identifies the main cause of the organization's existence and helps it to legitimize its function in society. And (الديوه جي, 2000: 414) defined the organization's mission as an official document, in which the managers are asked what the organization wants and what guidelines should be followed.

2-1-2-3 Organization's objectives: **(العقيلي والمؤمن, 1993: 39) defines strategic objectives as the general objectives of the organization related to the achievement of central activities related to external parties, both (العلاق, 1999: 25) believe that strategic objectives mean the ends and ends that the administration seeks to reach through optimal investment of human and material resources currently available and in the future, It is a guide to management work and an objective basis for the analysis, design, and implementation of the strategy.**

(Johnson & Scholes, 2002: 241) defined strategic objectives as the output expressions or certain results that the organization seeks to achieve, it is also the final outcome of activities conducted in a highly organized manner, expressing the intention of the planner to move from the current situation to the target position which qualifies qualitatively for the current situation.

2-1-2-4 Organization's Values: **are common agreements between members of one social organization to what is desired or undesirable, good or bad, important or unimportant, Organizational values represent values in a place or a work environment, so that these values guide the behavior of employees under different organizational conditions (Robbins, 2015: 64). These include equality of workers, attention to time management, attention to performance and respect for others, non-acceptance of bribery, ethics also expresses values and principles that distinguish between what is right and what is wrong, that is, organizational ethics represent moral values (العميان, 2005: 312).**

2-2 Knowledge Risk Management

Never connect the management of risk and knowledge only limited research attempts, In these attempts often had their curriculum focuses more on risk applied to knowledge management rather than integrate risk management and knowledge management (Rodriguez & Edwards, 2014: 46).

Description (Massingham, 2010: 464) defined risk management as the application of the principles of risk management and essentially locks in risk management regarding the possibility of losing knowledge, Massingham, (2010) focused more on how to measure knowledge management as an indicator of improved risk management and how processes and systems contribute to improved risk management.

(Trkman & Desouza, 2012) used the term 'knowledge risk management' to refer to the risk associated with knowledge management, Sharing too much knowledge can negatively impact sustainable competitive advantage.

The integration of risk management and knowledge management has been based on literature from a perspective presented by both (Jennex & Zingier, 2007) which consider risk management as part of knowledge management, (Massingham, 2010) in this regard noted that Knowledge risk management is an emerging area of academic research consisting of two separate fields: risk management and knowledge management.

A number of researchers suggest the use of common knowledge management techniques such as knowledge maps, communities of practice, and distinguished experts as a basis for the new entry into knowledge risk management (Massingham, 2010: 466), organizations can not begin to manage risk without calculating the importance of knowledge within them, especially as it relies on intellectual capital to respond to risk factors (Jaffari, et al., 2011: 310).

And both of (Tah & Carr, 2011: 835-846) developed a common language to describe risk factors based on hierarchical partitioning risk structure according to its frame, and identify risk factors and therapeutic procedures that can be implemented in a database management system to act as a repository of knowledge by following the knowledge engineering (not knowledge management) as a method of acquiring knowledge about risks (Martin et al., 2002).

Although organizations should focus on and manage all types of risks (financial and non-financial), organizations seem to prefer to focus on financial risks and then quantitative approaches because of greater experience, moreover, risk management should look at the risk effect on each other (Durst & Ferenhof, 2016: 199).

Knowledge risk management is still in its infancy; therefore, conceptual models have been proposed to manage knowledge risk, such as the model previously proposed by (Massingham, 2010) which calculates the degree of risk and degree of knowledge, adding to the latter is a way of gaining a deeper understanding of the true nature of organizational risk (Durst & Ferenhof, 2016: 200) and Possible areas of risk lies knowledge to the following (Durst & Ferenhof, 2016: 200-201):

2-2-1 knowledge loss: Maybe the organization faces the risk of losing knowledge as a result of turnover; the organization loses a senior member (i.e. experienced and permanent staff), facing such a situation puts the organization at a disadvantage, particularly in relation to the tacit knowledge in the context of turnover, It could happen to lose the knowledge of outsourcing business functions leading to loss of the organization's ability to exploit those jobs and losing the organization's ability to compete and then collapse, against that background knowledge loss can be defined as "lack of ability to take effective action or make a decision in a particular regulatory context".

2-2-2 Knowledge Leakage: Can be considered a subform of knowledge leakage loss of knowledge, and can be defined as "defined transmission range geared towards specific command within the organization to outside partners, with or without intent" (Jiang et al., 2013: 984), this definition shows that knowledge leakage is the result of knowledge sharing, and knowledge may leak through (Durst & Ferenhof, 2016: 201):

a) **Knowledge and Powerlessness.**
b) **Prevalence of knowledge.**

In the case of leaks with knowledge comes the risk that the individual moves from one organization to another and uses critical knowledge of the former organization in the new organization, making this type of knowledge is most damaging to business (Durst & Ferenhof, 2016: 201).

2-2-3 Knowledge Waste: can be understood as not using existing knowledge or not support the use of full cognitive abilities, It can be defined as 'failure in the process of knowledge transformation' known as the spiral of knowledge creation as proposed by it (Nonaka & Takeeuchi, 1997), hence, wasting knowledge can take various forms and are re-creativity (renewal), and weakness in the regulatory regime and the incompatibility of individuals could afford it, pulling the hand, wishful thinking (Durst & Ferenhof, 2016: 201).

Without adjusting the organizers had lost explicit knowledge generated over the years, as a result of the loss of documentation procedures and save and track knowledge, this situation increases the risk of (paraphrasing), the stuff that's already been done properly in the past cannot be easily replicated without documenting, specifically, if the project is complex, moreover, managing director or other employees are building their decisions on feeling, which may hinder the capture and store knowledge (Durst & Ferenhof, 2016: 201).

Knowledge risk management can thus be defined as the integrated framework between risk management at the organization level and knowledge management processes that will lead to the organization in its proper future course in a way that contributes to the achievement of the objectives of the organization and to ensure its continuous adaptation to the environment and its latest developments.

2-3 Dimensions of a risk knowledge

Start managing risk knowledge to identify employees who own and need a great deal of knowledge of the specific organization in their work (learn about customers, suppliers, practices. etc) (Niemisto, 2013: 22), after the identification phase should workers transfer of knowledge from employees who owned to employees who need it (Niemisto, 2013: 22; Andrew, 2007: 14), no single individual should have decisive knowledge of the functions of the organization. Knowledge transfer practices can be guidance, training, and meetings, joint action if the goal is to transfer knowledge between two workers; the best way is to ask them to work together. This kind of inter-agreement is a relationship between the trainer and the trainee (Andrew, 2007: 14).

Any change in knowledge should be as much as possible in normal day-to-day operations as it is likely to have very positive effects on the success of the organization, in order to change the knowledge among the workers, it is necessary to pay attention to culture and the organizational climate, and unless everyone works as a team and open each other, It is unlikely to face a change in knowledge.

Good relations are not only important instruments of knowledge transfer within the organization; they also bear fruit in maintaining good relations with former workers, the knowledge of these workers may also be invaluable in the future (Niemisto, 2013: 22).

In this context, it was agreed that many researchers, academics, (Lambe, 2013; Coleman & Casselman, 2016; Niemisto, 2013; Rodriguz & Edwards, 2013, Jaffri et al., 2011; Durst & Ferenhof, 2016) that organizations facing four forms of head knowledge risk areas follows:

2-3-1. Knowledge Acquisition Risks: This is related to the extent to which the organization is able to acquire the new knowledge required to conduct its various activities in order to chart its strategic directions in the development of new products or the provision of new services in existing markets or perhaps in other new markets.

2-3-2 Knowledge Continuity Risks: which indicate that the organization's ability to continue to retain its core capabilities and its ability to continue to compete at the same level, if not better, in accordance with its strategic direction and future vision as it continues to diversify its capital and leave it with its diverse knowledge, the greatest impact on achieving its ambitions, mission and vision, and even the doctrine of its ideology, in a world where only continuous change is proved.

2-3-3 Knowledge Outsourcing Risks: which relate to the potential risks of the transfer of the organization's intrinsic capabilities embodied in its human capital, such as information technology workers, operations experts to organizations or external parties, which may expose the organization to its desired level of performance if it fails to manage and export knowledge sharing In line with their intended strategic directions rather than importing them and bearing the burden associated with them.

2-3-4 Knowledge Articulation Risks: which relate to the potential failure of the organization to exploit knowledge and move between different divisions within the organizational structure, vertically and horizontally, and deepen the knowledge it possesses to avoid the potential failures and failures resulting from the inability to transfer the knowledge gained from the experiences and learning processes in one of their departments or administrative levels to the other, or the accumulation of errors in one of the organization because of poor coordination or lack of cooperation at the level required to decision-making positions and the ability of the organization to take appropriate decisions in line with the strategic directions and leads to a weak response in Interface various positions.

2-4 Knowledge Risk Management and Strategic Direction:

Many organizations fail to manage their critical knowledge properly to ensure the value of their creation, as they are subject to great risks, for example, loss of knowledge and rediscovery, so it takes care of managing the downside risks of knowledge, managers and entrepreneurs leaders cannot neglect a risk knowledge though they may be more aware of the risks related to knowledge (Durst & Ferenhof, 2016: 195-196).

The value of knowledge management and dissemination of knowledge creation and representation and associated risks, knowledge management largely are an effective treatment for now, which began its effects appear in risk management (Smallman, 1999: 11).

The value of knowledge management techniques has been revealed in the transfer of knowledge to decision makers, improved access to and better representation of existing knowledge, consolidate knowledge in processes, test knowledge and generate new knowledge (Marshall & et al., 1996: 71-72), knowledge generation is largely related to learning to monitor risks and manage them.

As well as the risk management system is distinct, integrated with knowledge in a variety of areas of work, it's a specialty by which the use of different and different approaches to the impact on a specific problem, risk management is very important and an integral part of any business recognized by organizations (Del Cano & Crus, 2002: 474).

The majority of organizations, regardless of their business models, whether they are profit-oriented or not, A variety of risks associated with knowledge, and face several obstacles to the management of knowledge with the effectiveness required and perhaps the most obstacles to space in the impact are (Elias & Wright, 2015: 209):

2-4-1 Loss of Information: This barrier occurs a systematic issue that can affect many business units within the organization, without clear policies for collecting information (Loshin, 2001), and the definition of their sources, which is reflected in the failure of the Organization to achieve the strategic objectives of its work.

2-4-2 Turnover of Employees: Each organization faces the risk of depletion of staff, including knowledge organizations because they build on the wisdom and experience of its employees, and are particularly vulnerable to this risk, especially in the event of high turnover and leakage of knowledge assets and thus hindered the creation of knowledge from time to time (Sveibly, 1994).

2-4-3 Difficulty in Data Transfer: **(Loshin, 2001) points out that data created by one party often fails to meet the needs of others, meaning that data with maximum quality theory fit with the needs created, perhaps one of the most serious challenges for any organization, because the other party might be the customer who pays for specific knowledge, and (Loshin, 2001) explains that poor communication between the creator and user of knowledge assets caused this separation between them. (Elies & Wright, 2015) believes that there are major reasons for the lack of coordination between knowledge assets, if the departments are not able to integrate and coordinate assets internally, or they are in difficulties adapting to the requirements of the customer. The organization can successfully deal with this issue through good communication and exchange of information with suppliers and customers and try to anticipate the information and knowledge requirements of the personnel and customers like.**

2-5 What the organization's effectiveness

The criterion of the effectiveness of the organization is an important indicator in measuring the extent to which the organization achieves its objectives in harmony with or adapt to the environment in which it operates in terms of exploiting the available resources. The concept of the effectiveness of the organization, like other administrative concepts, may reflect the differences in intellectual viewpoints (الزعبي, 1996: 40), both (Anthony and Hodge 1998: 297) defined the effectiveness of the organization as being in the ability of the organization to exploit certain resources to achieve certain measurable objectives to determine the extent of achievement achieved. Efficiency is linked to the objectives of the organization, while efficiency is more related to the nature of its internal processes. Effectiveness is an important indicator to measure the extent to which the organization achieves its objectives according to its adaptation to the environment in which it operates, in terms of using the resources available to it (الشماع وحمود, 2000: 327). Or represent the organization's capacity to invest its environment opportunities to obtain scarce and valuable resources to meet its social and economic function (Jones & George, 2003: 39).

2-6 The role of strategic direction in the relationship between the knowledge risk management and the organization's effectiveness:

Some strategists are preoccupied daily with managerial and tactical concerns and strategists who rush to set goals and implement specific strategies often ignore the status of vision and mission. This problem is widespread even among large organizations (David & David, 2017: 172).

The process of defining the strategic direction of the organizations clearly and accurately represents a fundamental task for the senior management in that organization. The effectiveness of defining the direction depends on the various other processes in the organization, from defining the vision, mission, objectives, and values, choosing the future path (العجمي, 2011: 13).

The efficiency and effectiveness of the performance of departments, divisions, groups, and individuals is a logical and natural reflection of the accuracy and effectiveness of determining the strategic direction of the organization.

Strategic direction requires a broad range of knowledge from within and outside the organization to allow key decisions and other decisions to be made. Knowledge is an important resource for the strategic direction process (Wheelen & Hunger, 2008) and has a direct impact on the performance of organizations.

Gatignon and Xuereb, (1997) show that strategic direction is a specific entry point for the organization in which it implements its plans to achieve a superior level of efficiency compared to competitors. This definition is consistent with (Menguc & Auh, 2005) the organization to generate appropriate behaviors and achieve a higher level of efficiency compared to competitors.

According to (Slater & Olson, 2001), the strategic direction defines the outlines of the organization's strategy, and this is the main reason for the level of effectiveness of organizations. The concept of strategic direction is often the cornerstone of the performance.

Part 3: Practical framework

3-1 Testing Research Hypotheses:

Research hypotheses were tested using progressive regression models with structural equation modeling multiple using my software (SPSS, AMOS) which is the study of the direct influence of knowledge risk management in strategic direction. Main research hypothesis stated on the strategic direction of the organization mediates the relationship between the knowledge risk management and the effectiveness.

The hypothesis test of the intermediate role requires a special test of the significance of the regression pathways of the intermediate variable regression models implemented in the AMOS program to verify its significance in the light of the regression coefficients of the independent variable in the mean variable with the standard errors associated with, and the regression coefficients of the mean variable in the dependent variable and its accompanying standard measurement errors to show whether the effect of the median variable has a partial effect or whether the latter plays the role of full mediation in the relationship between the two independent variables represented by risk management processes, and in the following manner:

3-1-1 Sub-hypothesis 1: Table (2) summarizes the results of the test of this hypothesis, and it is clear from the content of the hypothesis of the intermediate role that the processes of risk management knowledge of the four dimensions of the two types of impact are the direct impact on the effectiveness of the organization, and the indirect impact therein through the first dimension of the strategic orientation embodied by the vision of banks studied, the sum of these two types of influence is indicated by the total effect, and what should be noted in this course, is that if the direct effect is statistically significant with the significance of the indirect effect of the median variable, it means that the role

played by the intermediate variable is the role of partial mediation, if the statistical significance is limited to the indirect effect alone, it means that the mediation is complete, and in this pattern of interpretation, this and other subsequent hypotheses will be tested.

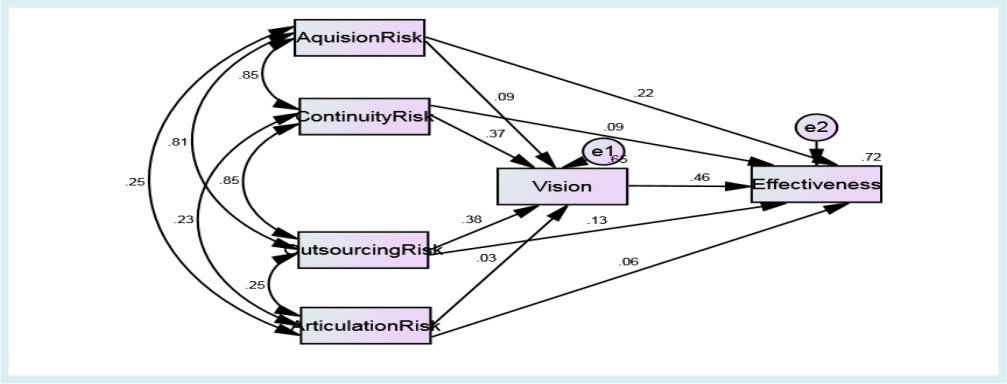
The results of the test, shown in the table (2), showed a significant effect of the knowledge continuity risk. (β= .369, P = 0.000) and the knowledge outsourcing risk (β=.378, P= 0.000). To test the first sub-hypothesis among the assumptions of the intermediate role of the strategic direction, as confirmed by the high critical ratio in these two dimensions (CR= 3.932) and (CR = 4.474), respectively, compared to their standard value (1.96). As for the explanatory power of the paths of the effect of the risk dimensions of knowledge in the view of banks under research and investigation, which is according to the ratio of the coefficient of determination (R^2 = .65), it is able, according to the results, to explain the variance of the vision in this ratio. Included in this sample of the test, which proved its high statistical significance as well (P = 0.000), the path of the second influence within indirect impact paths, embodied by the impact of the banks' view on their effectiveness, it was also fully significance (β =.456, P = 0.000), as well as the direct effect of the dimension of knowledge acquisition risk (β=.225, P<.05) without the other dimensions of the independent variable in the adopted variable represented by the efficiency of these banks, as to the contribution of these effects to the interpretation of the effectiveness of the organization, it reached the interpretation ratio of the limiting factor (R^2 = .721) with a high statistical significance (P = 0.000).

Table (2) Results of the first Sub-hypothesis Test of the main Hypothesis

			β	SE	CR	SIG.	R^2	P
AquisionRisk	--->	Vision	.090	.084	1.067	.286	.650	.000
ContinuityRisk	--->	Vision	.369	.094	3.932	.000		
OutsourcingRisk	--->	Vision	.378	.084	4.474	.000		
ArticulationRisk	--->	Vision	.033	.043	.758	.449		
vision	--->	effectiveness	.456	.063	7.246	.000	.721	
AquisionRisk	--->	effectiveness	.225	.075	2.983	.003		
ContinuityRisk	--->	effectiveness	.091	.087	1.052	.293		
OutsourcingRisk	--->	effectiveness	.131	.079	1.653	.098		
ArticulationRisk	--->	effectiveness	.091	.087	1.052	.113		

The critical ratios of the direct and indirect effects of mental impact, shown in figure (2), confirm this significant effect due to their high values against the critical criterion value of (1.96). it is necessary to make a preliminary impression on the role of the intermediate part of the dimension of vision in the impact of the after-effects of the knowledge continuity and the outsourcing of the effectiveness of the organization, but the final judgment of the significance and nature of that role is left to the results of the test (Sobel), which will be detailed later.

Figure (2) the regression paths of the intermediate role of the organization vision



3-1-2 Sub-hypothesis 2: **Table (3) presents the results of the second sub-hypothesis test of the intermediate role hypotheses related to the dimension of the mission from the dimensions of the strategic direction variable according to the text of this hypothesis, the results of the test showed a significant continuation of the effects of knowledge continuity risk (β=.554, P = 0.000) and knowledge outsourcing risk (β=.296, P = 0.000) in mission dimension, as confirmed by the high critical ratio in these two dimensions (CR = 6.381) and (CR = 3.786), respectively, against their standard value (1.96), the explanatory power of the paths of the influence of the dimensions of the risk of knowledge in the mission of the banks under study according to the ratio of the coefficient of determination**

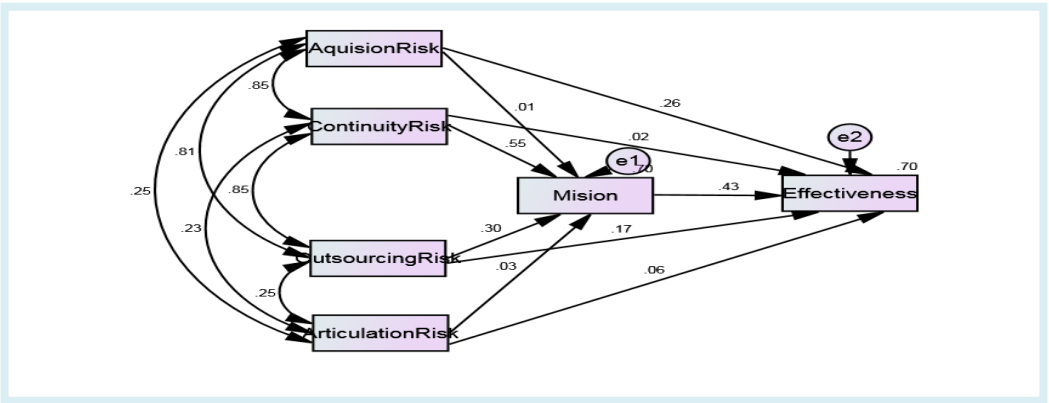
(R^2= .700), it interprets the mission variation in this ratio to account for the remaining interpretation ratio (R^2 = .30) to other factors not included in this sample for the test, which also showed high statistical significance (P = 0.000). The second path of influence is in indirect impact paths, which was embodied in the effect of the banks' studied mission in their effectiveness, it was also significant (β= .433, P = 0.000), as well as the direct effect of knowledge continuity risk (β= .20, P <0.05), and the knowledge articulation risk (β= .062, P = 0.000) without the other dimensions of the independent variable in the adopted variable of the effectiveness of those banks, as to the contribution of these effects to the interpretation of the effectiveness of the organization, it reached the interpretation ratio of the limiting factor (R^2 = .705) with complete statistical significance (P = 0.000).

Table (3) Results of the second hypothesis test of the hypotheses of the intermediate role

			β	SE	CR	SIG.	R^2	P
AquisionRisk	--->	Mission	.008	.078	.108	.914	.700	.000
ContinuityRisk	--->	Mission	.554	.087	6.381	.000		
OutsourcingRisk	--->	Mission	.296	.078	3.786	.000		
ArticulationRisk	--->	Mission	.033	.040	.820	.412		
Mission	--->	effectiveness	.433	.070	6.179	.000	.705	
AquisionRisk	--->	effectiveness	.262	.077	3.388	.119		
ContinuityRisk	--->	effectiveness	.020	.094	.211	.029		
OutsourcingRisk	--->	effectiveness	.175	.080	1.560	.833		
ArticulationRisk	--->	effectiveness	.062	.040	2.178	.000		

The critical ratios of the direct and indirect effect trajectories shown in figure (3) confirm the significant effect of a number due to their high values compared to the critical standard value of (1.96), the results showed the significance of the intermediate partial role of the second dimension of the strategic direction of the dimension of mission after the direct significant effect of knowledge continuity risk (β=.20, P <.05) in the organization's effectiveness, and the full mediation of the mission dimension after the results proved that the direct effect of the knowledge outsourcing risk is not significant (β = .175, P <.05) in the effectiveness of the investigated banks, and these relationships will also be verified through the so-called test (Sobel) later.

Figure (3) regression paths of the intermediary role of the organization's mission



3-1-3 The third sub-hypothesis: Table (4) shows the results of the third sub-hypothesis test from the hypotheses of the intermediate role associated with the dimension of the objectives from the dimensions of the variable strategic direction as stated in this hypothesis of the content of the three-dimensional effect paths to knowledge risk management in the goals dimension, they are both dimensions of the knowledge acquisition risk (β= .177, P>.05), and knowledge continuity risk (β= .358, P= 0.000), and then knowledge outsourcing risk (β=.359, P=0.000), What supports this is the high critical proportion of these three dimensions (CR = 2.406), (CR = 4.376), and (CR = 4.842) respectively, compared with their standard value (1.96).

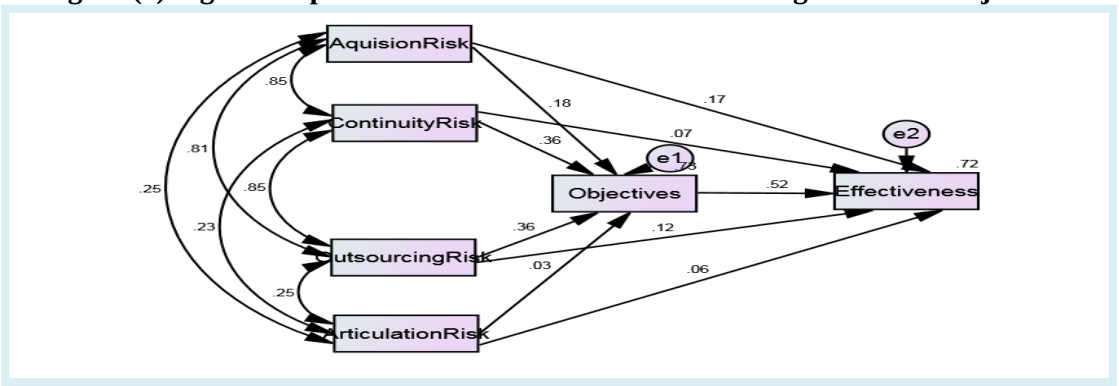
While the explanatory power of the tracks of the effect of the dimensions of knowledge risk management in the objectives of the banks under study was according to the factor of the determination factor (R^2 = .732), it explains the variation of the objectives in this ratio so that the residual explanation ratio in terms of the non-determinative factor (R^2 = .268) is attributed to other variables not considered in this model for the test, which also showed high statistical significance (P = 0.000), with regard to the second track of influence within the indirect impact pathways, the effect of the banks' objectives examined in their effectiveness, it was also quite significant (β=.522, P=0.000), as well as the direct effect of knowledge acquisition risk dimension (β= .173, P <0.05). The difference between the interpretation of the mean parameter (R^2 = .721) and the relative contribution of these effects to the interpretation of the variance of the effectiveness of the organization, also with complete statistical significance (P = 0.000).

Table (4) test results of the third sub-hypothesis hypotheses mediator role

			β	SE	CR	SIG.	R^2	P
AquisionRisk	--->	objectives	.177	.074	2.406	.016	.732	.000
ContinuityRisk	--->	objectives	.359	.082	4.376	.000		
OutsourcingRisk	--->	objectives	.358	.074	4.842	.000		
ArticulationRisk	--->	objectives	.026	.038	.696	.487		
objectives	--->	effectiveness	.522	.072	7.259	.000	.721	
AquisionRisk	--->	effectiveness	.173	.076	2.273	.023		
ContinuityRisk	--->	effectiveness	.072	.088	.823	.410		
OutsourcingRisk	--->	effectiveness	.116	.080	1.459	.144		
ArticulationRisk	--->	effectiveness	.063	.039	1.619	.106		

The critical ratios of the direct and indirect effect pathways, shown in figure (4), provided significant support for this moral effect after their higher values compared with the critical standard value of (1.96), and on this level of analysis of the test results, the study controlled banks targets mediating the relationship between the dimensions specifically defined risk management after the acquisition of knowledge and the effectiveness of the listed banks, the partly a mediator, while the objectives fully mediate the relationship at the level of the continuity of knowledge and outsourcing, but remains the test (Sobel) designed for tests of the role of mediator is the final criterion to judge the significance of those relationships and will be presented later details of this test.

Figure (4) regression paths of the intermediate role of the organization's objectives



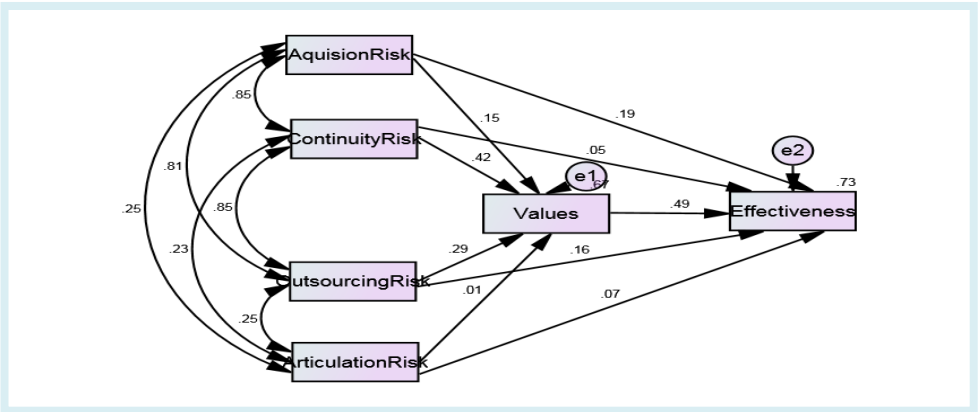
3-1-4 The fourth sub-hypothesis: **Table (5) presented a detailed presentation of the results of the hypothesis of the fourth sub-hypothesis of the assumptions of the intermediate role associated with the dimension of values, which is the last dimension of the dimensions of the strategic direction variable and as provided in this hypothesis of content, these results have once again demonstrated the significance of the two paths of the knowledge risk of continuity knowledge (β=.422, P=0.000), and knowledge outsourcing risk (β=.287, P= 0.000), And significant values influence the banks studied, and this was confirmed by the higher percentage of those dimensions (CR 4.627) and (CR 3.492) alternatively compared to the standard value (1.96), while the explanatory power of these dimensions influence paths in the values of banks under analysis according to proportion the coefficient of determination (R^2.732), in what marks her interpretation of differing values between these thought banks listed so remaining explanation due to lack of specificity factor indication (R^2=.668) to other variables that did not fall within the test model, which confirmed its complete statistical significance (P = 0.000), as for the path of the second influence within the indirect impact paths, which is the effect of the values of the banks under consideration and study in their effectiveness, it was also full of statistical significant (β=.486, P=0.000), in addition to the direct effect of two dimensions of the independent variable that embodies the knowledge risk management variable, the two after of knowledge acquisition risk (β= .93, P = 0.010), and the knowledge outsourcing risk (β=.163, P <0.05), In the dependent variable represented by the efficiency of the studied banks, and with regard to the extent of the contribution of these effects to the interpretation of the variation in the effectiveness of the banks under study, they reached in the light of the coefficient of determination (R^2 = .277) with complete statistical significance also (P = 0.000).**

Table (5) Results of the test of the fourth sub-hypothesis of the hypotheses of the intermediate role

			β	SE	CR	SIG.	R^2	P
Aquision Risk	--->	values	.149	.082	1.822	.068	.668	.000
Continuity Risk	--->	values	.422	.091	4.627	.000		
Outsourcing Risk	--->	values	.287	.082	3.492	.000		
Articulation Risk	--->	values	.006	.042	.133	.894		
values	--->	effectiveness	.486	.064	7.597	.000	.727	
Aquision Risk	--->	effectiveness	.193	.075	2.575	.010		
Continuity Risk	--->	effectiveness	.054	.087	.621	.534		
Outsourcing Risk	--->	effectiveness	.163	.077	2.126	.033		
Articulation Risk	--->	effectiveness	.074	.038	1.925	.054		

The significance of the observed effects was confirmed by the critical ratios of the direct and indirect effects pathways described in this analysis, whose directions are shown in figure (5) after increasing to a value exceeding the standard or standard value as a comparison value, Which shows, in addition to the test results shown in table (5), full mediation of the values of banks under consideration in the relationship between the knowledge continuity risk of and the effectiveness of these banks, and partial mediation in the relationship between the knowledge outsourcing risk and the effectiveness of the banks mentioned, and may be confirmed the accuracy and objectivity of these effects, similar to the previous effects confirmed by the previous hypotheses through the results of the test (Sobel) details in table (6).

Figure (5) the regression paths of the intermediate role of the organization's values



3-2 The Sobel Test

The Sobel test results presented in table (6) for the results of this test are represented by the regression coefficients between the independent variable and the medium, denoted by the symbol (a) and the associated measurement error with the symbol (Sa), and the regression coefficients between the intermediate and the dependent variable the symbol (b) is taken as an element and the measurement error is accompanied by the symbol (Sb). The significance of the test is determined by the value of P-Value. This is the output of the program for this test, which shows the significance of the intermediate role or its insignificance.

In view of tables (6) and (7), four paths of the influence of the medium variable represented by the strategic approach through the two dimensions of vision and values are confirmed in the relationship between the knowledge risk management at the level of the two dimensions of knowledge continuity risk and the knowledge outsourcing of without its other studied dimensions The direct and indirect effects and the total effect of the combined sum of the two, then the partial mediation of three paths, as shown in table (54) and the full mediation of the path of only one of them.

Table (6) Results of the Sobel test for the intermediate role

knowledge Acquisition risk			knowledge continuity risk			knowledge outsourcing risk			knowledge articulation risk			vision	
a		sa	a		sa	a		sa	a		sa	b	sb
.090		.084	.369		.094	.378		.084	.033		.043	.238	.071
Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Effectiveness (response variable)	
1.020	0.020	0.307	2.549	0.034	0.010	2.688	0.033	0.007	0.748	0.010	0.454		
knowledge Acquisition risk			knowledge continuity risk			knowledge outsourcing risk			knowledge articulation risk			mission	
a		sa	a		sa	a		sa	a		sa	b	sb
.008		.078	.554		.087	.296		.078	.033		.040	.079	.081
Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Effectiveness (response variable)	
0.102	0.006	0.918	0.964	0.045	0.335	0.944	0.024	0.344	0.629	0.004	0.528		
knowledge Acquisition risk			knowledge continuity risk			knowledge outsourcing risk			knowledge articulation risk			objectives	
a		sa	a		sa	a		sa	a		sa	b	sb
.177		.074	.359		.082	.358		.074	.026		.038	.169	.090
Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Effectiveness (response variable)	
1.477	0.020	0.139	1.725	0.035	0.084	1.750	0.034	0.080	0.642	0.006	0.520		
knowledge Acquisition risk			knowledge continuity risk			knowledge outsourcing risk			knowledge articulation risk			values	
a		sa	a		sa	a		sa	a		sa	b	sb
149.		.072	.422		.091	.287		.082	.006		.042	277.	072.
Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Test statistic	Std. Error	*p*-value	Effectiveness (response variable)	
1.643	0.025	0.100	2.960	0.039	0.003	2.588	0.030	0.009	0.142	0.011	0.886		

Table (7) Results of the significant test of the intermediate role

Regression Paths (Hypotheses Intermediary Role)	Direct Effect	Indirect Effect	The Overall Effect	test result
Knowledge Continuity Risk--> Vision --> Effectiveness	.091	.168	.259	Partial mediation
Knowledge Outsourcing Risk--> Vision --> Effectiveness	.131	.172	.303	Partial mediation
Knowledge Continuity Risk--> Values --> Effectiveness	.054	.205	.259	Full mediation
Knowledge Outsourcing Risk--> Values --> Effectiveness	.163	.139	.302	Partial mediation

The results of the hypothesis test as a whole indicate the availability of partial support and acceptance of the research hypotheses at the level of the representative dimensions of the variables and the different relations between them after the results proved their significance and acceptance at the level of some dimensions, and the lack of significance and rejection on the level of other dimensions as detailed in the previous paragraphs of the hypothesis test.

Part 4: Conclusions and Suggestion

The management of the studied banks seeks to formulate their written mission clearly and their keenness to match these mission with the activities they carry out in their normal daily business at the operational and renewable level with a future horizon at the strategic level, as well as the areas that distinguish those banks from other banks in the industry or market, which is working to provide various banking services, as the resources and the necessary resources for the implementation of the bank to his vision and mission to a certain extent.

The banking departments under study and analysis continue to set annual targets consistent with their strategic plans related to their operations and banking services. Banks' departments are concerned with the objectives and flexibility in expressing the strategic directions of the studied banks and their aim in achieving current and future desired levels of performance after adapting to the latest developments in the environment and its data, environmental impact on its ability to achieve its objectives effectively.

The importance of organizational value and culture and their role in achieving the ambitions of the studied banks and drawing their strategic directions to distant dimensions after seeking to achieve the desired harmony between the personal values of their employees and their organizational values as Public service organizations.

In order for banks to avoid these risks, the research recommends the development of the following solutions: 1. Develop a formal knowledge management strategy. 2. Identify future knowledge needs and gaps. 3. Develop strategic plans to mitigate risks. 4. Conduct knowledge audits.

The management of Rafidain and Rashid banks should pay attention to the need to include their mission and its system of goals in the context of its strategic direction, the expected impacts of the implementation of its knowledge risk management program in particular with regard to knowledge acquisition and articulation processes and their reflection on the performance of these banks and their effectiveness after the results proved their disregard for those aspects in the formulation of strategic directions and chart their future paths in the way of its desired success in its business environment within the banking industry.

Requires the management of Rafidain Bank and Rashid have the ability to avoid the risks of internal and external knowledge management and to develop the necessary treatments, one of these was the development of a formal knowledge management strategy, and identify future knowledge needs and gaps, develop strategic risk mitigation plans, and conduct knowledge audits.

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الدور الوسيط للتوجه الاستراتيجي بين ادارة مخاطرة المعرفة وفاعلية المنظمة
بحث تحليلي في القطاع المصرفي الحكومي العراقي

المستخلص

تواجه المنظمات في الوقت الراهن، سواء كانت منظمات عامة أو خاصة، إنتاجية أو خدمة (مثل المصارف) تحديات كبيرة نتيجة للتغيرات السريعة والمستمرة، وأمام هذه التحديات تصبح عمليات وأدوات الإدارة التقليدية غير قادرة على جعل المنظمة قادرة على العمل، مما ينبغي على هذه المنظمات اتباع الأساليب والممارسات الإدارية، بما في ذلك إدارة المخاطر المعرفة المقترحة والتوجه الاستراتيجي بحيث يمكن رفع إجراءاتها على مستوى التطورات في الواقع، بمعنى أن هذه المنظمات وفي ضوء من التطورات البيئية لتوصيف توجهها الاستراتيجي كنهج فكري يتميز بالحداثة والريادة، ومن خلال عملياتها ووسائلها، فإنها قادرة على رفع مستوى أداء المنظمة وتعزيز مكانتها في قطاعها الاقتصادي.

ولتوضيح العلاقات والروابط المتوقعة بين متغيرات البحث تم صياغة عدد من الأسئلة تعكس هذه الروابط وفي مقدمتها، ما هو واقع التوجه الاستراتيجي في بيئته المفاهيمية وصلاته الفكرية بإدارة مخاطر المعرفة وفاعلية المنظمة. ولتحقيق ذلك جرى وضع مجموعة من الأهداف ذات الصلة في جوهرها للكشف عن الدور بين إدارة مخاطر المعرفة والتوجه الاستراتيجي وتأثيرها على فاعلية المنظمة من خلال تحديد طبيعة هذا الدور كهدف رئيسي.

وكانت أهم الاستنتاجات التي توصل إليها البحث هو السعي إدارة المصارف المدروسة نحو صياغة رسالتها مكتوبة بشكل واضح وحرصها على توافق تلك الرسالة مع الأنشطة التي تمارس في يومياً على المستوى التشغيلي وافاق المستقبل المتجددة على المستوى الاستراتيجي.

المصطلحات الرئيسة للبحث/ إدارة مخاطر المعرفة، وإدارة المعرفة، وإدارة المخاطر، والتوجه الاستراتيجي، وفاعلية المنظمة.