

The Impact of Applying the Knowledge Management Strategies to Accomplish Productive Efficiency and Market Share in Jordanian Telecommunications Companies

Laith Abdallah Alkhawi* Hussien Elyan al haramsheh

Assistant Professor / Department of Business Administration Faculty of Economics and Administrative Sciences/ Zarqa University.

*E-mail: laith_alkhawi@yahoo.com

Abstract

This study aimed to identify the impact of the applying the knowledge management strategies to accomplish productive efficiency and market share in the Jordanian telecommunications companies, and included a study population of all employees and with the functional title (Director, Assistant Director, Head of Department, Head of Unit) in Jordanian telecommunications companies amount (170) Director. To achieve the objectives of the study, the researcher prepared a questionnaire included on the (27) paragraph in its final form, was confirmed the veracity of the tool by presentation to a group of arbitrators, as was confirmed persistence using (Cronbach's Alpha) coefficient, with a reliability coefficient for the total tool (0.78). To answer the first and second questions, the researcher used the means and standard deviations, while the use of Multiple linear regression analysis to test the study hypotheses. The study found a range of results was the most important: There was no statistically significant impact at the significance level ($\alpha = 0.05$), for applying the knowledge management strategies to accomplish productive efficiency in Jordanian telecommunications companies. There was no statistically significant impact at the significance level ($\alpha = 0.05$), for applying the knowledge management strategies to accomplish market share in Jordanian telecommunications companies. The study found some of the recommendations, including: The need to develop and document / guide special knowledge management strategy to be a reference relied upon by the organization at any initiative to implement knowledge management programs in light of the overall strategy of the organization. Raise awareness and deepen knowledge about the management strategies of managers and individuals alike, because of this kind of elements of an effective impact on the completion of productive efficiency and market share in Jordan Telecom companies.

Keywords: knowledge management, production efficiency, market share, Jordanian telecommunications

1. Introduction

Contemporary business organizations face the challenge of knowledge as one of the means of production and resources, where knowledge has become the key to the power of scientific, social and economic. And different knowledge about traditional economic resources such as land, known as employment and even the capital, they need to work to ensure the sustainability orderly production; quality and performance make it the main way for the organization.

In the view of many theorists of contemporary management that the processes of production and quality of knowledge occupies an area of growing continuously in organizations to increase the level of innovation and quality performance, making competitive advantages in an environment that is growing wider and open constantly brings with it more challenges and pressures which calls for confrontation and opportunities that require hard work and prepare supplies and tools to invest and take advantage them.

Filled the subject knowledge of philosophers and scholars through various stages of history, including many contemporary scholars and philosophers, but the contemporary business organizations involved in the application of intellectual production and investment in this area.

The process of finding a strategy for knowledge management in the organization aligned and integrated with the overall strategy of it, where are essentially to achieve organizational goals and maintain a competitive advantage and market share and increase profits and satisfy stakeholders, and will build on the strategic direction in the study of knowledge management strategy and its elements.

2. Methodology

2.1. The Study Problem and its Questions:

Shows through the scoping study conducted by the researcher that there is a weakness of the objectives of the regulatory telecommunications companies, where they do not live up to the aspirations of the leaders of the companies compared with international companies, where it is below the level of ambition, and that there is a weakness in the administration's interest in the implications of the effects of cognition sufficient for managers to strategy knowledge management, and the researcher believes that the interest will contribute to consolidating the gains of telecommunications companies by employing a strategy of knowledge management in light of

competitive conditions and the intensification and the increasing demands of customers and rapid technological advances and the Higher Consciousness and the extensive information available to customers and transmission requirements of the need to preference.

This requires thinking in attention to how the development and planning for the implementation of the strategy of knowledge management in companies in a way reflected on the organizational goals the better to face the competition and work to gain customer satisfaction, and longer attention strategy of knowledge management key to overcome the challenges and problems and achieve survival and excellence.

So the purpose of this study is to measure the impact of the application of knowledge management strategies to accomplish productive efficiency and market share in Jordan Telecom companies as one of the types of service companies. It can achieve this purpose by answering the following questions:

- 1 -What is the level of application of knowledge management strategies in the Jordanian telecom companies?
- 2 - What is the level of assessment of the study sample sufficiently to accomplish productivity and market share in Jordan Telecom companies?
- 3 - Is there a trace of the application of knowledge management strategies to accomplish productive efficiency in the Jordanian telecom companies?
- 4 - Is there a trace of the application of knowledge management strategies to accomplish market share in Jordan Telecom companies?

2.2. The Study Importance

The study is gaining importance of the following considerations:

- 1- The study addresses two important themes in the literature of Business Administration (knowledge management strategy, organization-wide goals in its two dimensions sufficiently productivity and market share).
- 2- The importance of the subject of knowledge management strategy for the experienced business organizations of the challenges represented by the competition and rapid change and therefore these challenges imposed new tasks for managers through knowledge and understanding of knowledge management strategy.
- 3- an analysis of the current situation, and the extent of the contribution of knowledge management strategies in accomplishing organizational goals envisaged and required for organizations.
- 4- The importance of the telecommunications sector, which is a vital sector as well as a valuable anchor represents the basis of the quality and effectiveness of communication in society with sector different, which helps decision-makers and those responsible for this sector to take appropriate decisions and policy-making future through the possibility to take advantage of the expected results of the study.

2.3. The Study Objectives

- 1 - Understand the concept of knowledge, and their properties, types, and sources, and knowledge management, and modern trends, and their importance.
- 2 - To identify the level of achievement of productive efficiency and market share in Jordan Telecom companies.
- 3 - Measure the impact of applying the knowledge management strategies to accomplish productive efficiency and market share in Jordanian telecommunications companies.
- 4 - To reach a set of findings and recommendations that can be departments in the upper Jordan Telecom companies taken into account when applying knowledge management strategies.

2.4. The Study Hypotheses:

This study attempts to examine the null hypothesis (H₀) the following:

H₀: There is no statistically significant impact at the level of significance ($\alpha = 0.05$), for the application of knowledge management strategies dimensions on the achievement of goals at the level of the organization in its two dimensions (productive efficiency, market share) in the Jordanian telecommunications companies.

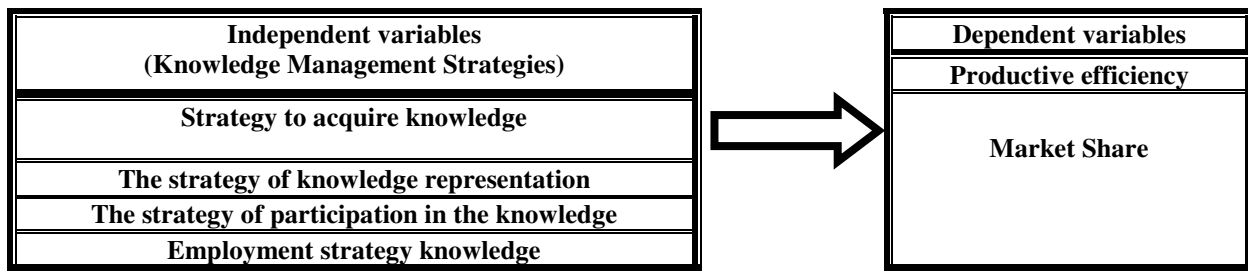
Two sub-hypothesis are emanated from the main hypothesis:

H₀₁: There is no statistically significant impact at the significance level ($\alpha = 0.05$), for applying of the knowledge management strategies dimensions on production efficiency.

H₀₂: There is no statistically significant impact at the significance level ($\alpha = 0.05$), for applying of knowledge management strategies dimensions on market share.

2.5 The Study Model:

Figure (1) below, shows the relationship between the Knowledge Management Strategies of (strategy of acquiring knowledge, and strategic knowledge representation, and the strategy involved in knowledge, and strategic recruitment knowledge) based on (Earl, 2001), (Greiner, 2007), (Smith, 2005) (Turban, 2010), and the dependent variable goal of achieving the objectives at the corporate level in its two dimensions (productive efficiency, and market share) based on (Daft, 2009) & (Drucker, 1999).



Source: Prepared by the researcher Figure (1): The Study Model

3. The Theoretical Framework and Literature Review:

3.1. The Study Theoretical Framework:

Conception of Knowledge:

Dating the beginning of the relationship of knowledge in human beings to the level of primitive accompany the depth and breadth of his mind until I got to what it is now, but that's new in this concept is the size of the impact on the economic and social life and to humans, is sure to progress and tremendous development in information technology, which is witnessing the current century, which is the biggest change in human life, which enabled the rights to control the evolution of nature make the worker in the field of knowledge more influential in the life of the other physical factors.

Knowledge is not a new concept and an emergency in human thought, whether Arab or Muslim or Western, the benediction interest to philosophers and thinkers since ancient times, and indicates the heritage of ancient Greek philosophy to many philosophers and scientists who have enriched the field of philosophy with their ideas about knowledge and wisdom, and the same thing said about philosophers Muslims and Arabs who have benefited their predecessors from other nations, as well as the distinctive Additions, where they represent a major competitive advantage in light of the digital economy (al-Khafaji and Ghalibi 2008).

Because organizations are becoming increasingly aware that knowledge is among the assets of the strategy most valuable, will be forced organizations to re-evaluate the way they deal with the source of this knowledge to support sustainable development, and this will create a fundamental change of practice, a change that results in a shift from the traditional approach of operational, for more strategic partnership in the field of knowledge management (Minonne Turner, 2010).

The world sees the U.S. administration ((Peter Drucker, that the world has become really deals with the knowledge industries are ideas of its products and raw material data of the human mind and its tool, to the extent of knowledge has become the main component of the system, the Economic and Social contemporary.

The origin of the word derived from the verb to know (knew), and knowledge of the thing perceived sense of the senses (dictionary Ocean, p 595).

The defined dictionary (Webster) on it: a clear understanding and certainly for one thing, understanding, education, all well understood or absorbed by the mind, scientific expertise, skill, habit, competence and awareness, information organization applied to solve a problem (Webster, p 469).

The Oxford English Dictionary suggests that the act or process of knowledge acquisition of knowledge mediated by the senses and intuition (Oxford Advanced & Learners, 1989).

For the purposes of this study, the researcher realizes knowledge:

Everything is implied or virtual, brings him workers to perform their work diligently, or to make informed decisions, and to reach the goals that they want through the integration of knowledge management processes and gain representation and participation of the employment of knowledge.

Knowledge Management Strategies

When we talk about a strategy of knowledge management are strategic for the program or project for the application of information technology, it is the strategy of this kind should be subdivided to identify strategies for the representation of processes, functions and choose the type of application in accordance with the table of priorities consistent with the requirements of the company's knowledge, because knowledge management open system grows with the growth of the company and the requirements of it, they plan to describe how the company is under the management of their knowledge to better their usefulness and people with interests in, and knowledge management strategy is a good that takes into consideration the alignment between the overall strategy and objectives of the organization, which is also planned repositioning knowledge of the company's knowledge is an integral component within human activity.

Strategy to acquire knowledge

The acquisition of knowledge by opinion (Davenport, 2000: 52 & Prusak) is the most direct and effective way to gain knowledge after it is taken, and is usually done through the purchase of an organization or to get individuals who possess knowledge. And when the organization purchased the other focus is on getting the skills of the

senior management team, which means that the company that you are buying another organization in order to get what is owned by the latter of knowledge, but you are buying individuals (ie knowledge in the minds of these workers). And may include the procurement process also capture knowledge built in the form of documents or in the form of a computerized.

The strategy of knowledge representation

The process of knowledge representation is one of the important things that work on the extraction solutions by putting the right policies to find solutions and build a clear strategy have suffice, meaning how the stores in which human beings what they know, and then output the appropriate knowledge to develop appropriate solutions to the problems in the company, or for the development work, the representation of knowledge is important in any program, and in light of this representation is to develop policies and programs of other processes, because of the results of operations of representation know what type of knowledge available, and by comparing what is required can identify the gap, and the process of representation is inevitable because the goal of which the company is the discovery of knowledge, and identify the individuals holding them, and their positions, as well as define our place this knowledge in rules. The metabolism of the most important challenges facing business organizations, because success in project management knowledge depends on the accuracy of representation.

The strategy of participation in the knowledge

The process of knowledge sharing because of its great importance to develop a strategy requires her to work on the development and progression of the company. Participation in knowledge is an important part of the tasks of working because it one of the mechanisms through which learning and innovation, participation of knowledge usually occurs in the informal networks in the company through social interaction, has suggested that many writers use social analysis to study the network of relationships and the exchange of knowledge in companies to identify barriers on knowledge sharing.

Strategy of Utilization of Knowledge

The recruitment process knowledge is of particular interest because of their returns on development work to put them on the right path and take advantage of the knowledge of where and exploited in a manner of investment accrue interest, it is the process of investment knowledge available or that can be generated to achieve an advantage or a problem, and that the output of the process Employment resulting in the expansion of existing knowledge.

The employment of knowledge is very knowledge management, which means investment knowledge, Getting out and stored and participate in things no longer sufficient, and the important thing is to transform this knowledge into implementation, is knowledge that does not reflect the effect is just the cost, and that the success of any organization in the programs of knowledge management has depends on the size of the knowledge of what is executing analogy available to have the gap between what you know and what you know, which is carried out by one of the most important evaluation criteria in this area. In order organizations can implement what you know it has to determine the form, model knowledge management is to guide departments on how to capitalize on knowledge and turn it into effect.

The concept of productive efficiency

The nucleus of the idea appeared insufficient performance (productivity) by Adam Smith and his theory which assumed that it can increase production and reduce cost by improving the means of production, and the division of labor, and the organization of trade. He was followed by economists who stressed that increasing production and reducing costs mortgaging the extent of what can be achieved by each section of the expense of productivity, by getting rid of factors, waste and loss of time, effort and money, thereby reducing the prices of products, and then activate the purchasing power and increase income national, which dates back to the product and the worker and the consumer well.

Appear productivity is the result of the integration of human resources with physical resources owned by the company, to achieve the best use of these combined resources, resources material of raw materials, manufacturing technology and other inputs to the production process, and the number of machines, equipment and accessories for the productive process, used by the human element within the company and through efficient performance and good use of this material resources, the product comes out in final form as commodities, specifications and quantities specified in advance, and at the lowest possible cost (Nasser, 2003).

The positive role of management component in the selection of production elements and link them and report increased exchange or replacement to achieve the desired goal at the lowest possible costs, and in the case of productive efficiency there is always a comparison of expenditures with the results, if the results were greater than the expenditure could be argued that there is insufficient, and vice versa if the expenses greater than the results achieved there is insufficient economic on this basis can enter additional means in production only if they increase production or reduce the cost of greater means consuming and expended.

The concept of market share

Is the expression of the power of strategic business units of the company (SBU) Strategic Business Unit

(projects), to achieve superior sales volume compared to its competitors during a specific time period. As you know, as a standard for the order of the competitive strength and a direct indicator of the measure. (Sliden, 2011) And is defined as the ratio of the company's product sales to total sales of this product in the market. The share market is a part or a percentage of the sales of a particular product or a particular service in a particular area that is controlled by the Company, and is used as a share of the market by the companies to determine their competitive strength in the sector compared with other companies in the same sector.

There are ways in which you can improve your market share such as improving the product so that they are better than your competitors, or change prices or offer special incentives to buyers, such as discounts or sales. And you can find new ways to distribute your product so customers can buy it in more places. And also you can advertise and promote your product, may be used these techniques in any combination works to improve market share, and is the market share measure or tool to distinguish between factories Winning and factories losers, and accordingly can see the factories and companies in the race among themselves to seize opportunities and get the largest share in the market, though the race track this requires an extra effort to get to know the external forces and forces of actors, including the opportunities and threats and adapting such knowledge gained with the strengths and weaknesses of the plant specific, extremely so choose opportunities and invested try cornering the market and access to the largest market, which is a very important element and essential for the plant, it is through it can plant to achieve high profitability that can be used in the expansion of its business, which will lead to increased productivity and lower costs and increase profits .

3.2. Literature Review

The Arabic and foreign studies that dealt with subject of the organizational justice and its impact on improvement of the employee performance have been examined and a number of studies that dealt with themes of the study have been reviewed.

- Study of Khuraisat, (2010), entitled: "Knowledge management and its impact on marketing performance."

The study aimed to verify the effect of knowledge management in marketing performance in the pharmaceutical industry in Jordan, this study was conducted on pharmaceutical companies to contribute to the public and braved the five companies; to develop a questionnaire for the purpose of data collection was distributed one hundred and thirty (130) questionnaires.

The most prominent of the findings of the study are:

The presence of the impact of knowledge management in various marketing performance requirements of the diagnosis, and obstetrics, storage, distribution, and application of knowledge.

Benefited researcher of the study to identify the role of knowledge management requirements of the diagnosis, and obstetrics, storage, distribution, and application of knowledge on marketing performance, which gave him the vision for the elements of knowledge management strategy and its impact on overall performance.

- Study of Al fares, (2010), entitled: "The role of knowledge management in raising the efficiency of the performance of organizations, companies manufacturing in Damascus": An Empirical Study.

The study aimed to identify the role of knowledge management in improving the level of performance and enhancement, and to achieve the objectives of this study was to develop a questionnaire for the purpose of data collection, were conducted this study (42) industrial company in the city of Damascus and its countryside, bringing the sample study of 180 individuals.

The most prominent of the findings of the study are:

- The existence of correlation strong and statistically significant differences between the two variables of knowledge management and performance, since any improvement in the application of knowledge assets and principles must be reflected positively on raising the efficiency of performance.

Benefited from a researcher in the study made clear that there is the effect of the strong role of knowledge management in improving the level of performance and enhanced, which leads to enhance the performance of the organization and achieve organizational goals and gave the researcher a vision for the powerful role of knowledge management in improving the level of performance.

- Study of Ben, et al (2010), entitled: Acknowledge-Based Systems Engineering Approach For Confirming Emergent Strategy-Making Quality.

The study aimed to focus on strategy-making quality by proposing a knowledge-based approach to systems engineering to confirm it, and focused on the formulation of a strategy of quality through knowledge and worked on the feasibility analysis necessary to reduce the effects of non-implementation and worked on assembling the specific activities of some units of the major operating in collaboration with suppliers and customers at an early stage, so it should be on the companies that are working to create strong relationships through cooperative relationships between supplier and customer, and create an advantage for managers to share reflections about their experience in the field of strategy and action platform for knowledge management, has developed a standard for entry to the industry's automotive electronic form and the director of a national project to comply with the companies and give you a certificate enables you to enter this application, which included the study of

industrial companies (Electronic Industry for cars).

Benefited researcher at the possibility of drafting a strategy through which knowledge work in his testimony in the formulation of hypotheses.

- Study of Minonne, et al, (2010), entitled: Evaluating Knowledge Management Performance.

The study aimed at evaluating the performance of knowledge management through a growing awareness that the company's strategic value is high, and many will need a way to review the process of dealing with the knowledge that they will work on the development of organizations, and this will create a fundamental change to the way that works on more strategic partnership for knowledge management, and they need to measure both efficiency and effectiveness in organizations, and the development of a knowledge management strategy tend to focus on after the efficiency with which be evaluated easier than after the event, when the knowledge management effective it provides efficiency gains, and organizations that do not exist then the efficiency gains they will encounter many of the problems of reducing the growth of productivity and lower product quality, and reduced competitiveness because it will be less successful in obtaining the knowledge and use of relevant resources, and the study indicated that there are three pillars are interdependent and integrated with knowledge management, represented in: organizational learning, knowledge management organizational, intellectual Capital Management, is working to provide passage to go to the existing knowledge and strategic management, and connectivity between them.

Benefited from a researcher in the study, see the importance of knowledge and performance management process is strongly interdependent with the organization, which worked in his testimony through the perception of the importance of knowledge management to organizational goals and its elements relates to integration with them.

- Study of Al Maani, (2009), entitled "Trends managers in ministries Centers Jordanian role in knowledge management functionality": An Empirical Study.

The study aimed to identify trends managers in the centers of the ministries of Jordan towards the application of the concept of knowledge management, and its impact on their job performance, and test the differences in those trends depending on the different demographic characteristics, the study was conducted on the (260), Director of the individuals in the centers of the ministries of Jordan, and the most prominent findings of the study :

- The lack of statistically significant differences in the trends of the respondents towards the adoption of the Jordanian ministries of the concept of knowledge management attributable to demographic characteristics except for a variable length of service.

Benefited from a researcher in the study clarified that there was no effect when applying the concept of knowledge management functionality and therefore the regulatory objectives of the organization, and gave the researcher a vision about the role of the concept of knowledge management functionality.

- Study of Ezabi, (2009), entitled: "The impact of knowledge management in organizational innovation - a field study of a sample of organizations Algeria Telecom":

The study aimed to identify knowledge management and its impact on organizational innovations in the telecommunications sector Algerian, and the researcher adopted the descriptive analytical approach in the presentation of the concepts and frameworks philosophical research variables, has been selected companies operating in the telecommunications sector of the Algerian society for research, with sample included a number of members of the governing body based on these companies.

It also adopted a researcher on the survey is an essential source for data collection of the study sample, and distributed (60) to identify the members of the administrative bodies.

The study also found a number of conclusions, including:

The presence of a significant positive correlation between the variables of the study, in addition to having a positive effect between knowledge management and innovation within companies of the study sample.

Benefited from a researcher in the study made clear that there is the impact of knowledge management and innovation and therefore the regulatory objectives of the organization, and gave the researcher a vision about the role of relationship management knowledge and innovation, which is one of the elements of the dependent variable in the study.

- Study of Stefanescu, et al. (2008), entitled: The need of knowledge management strategy for the successful implementation of reengineering projects.

This study aimed to share knowledge of different aspects to improve the goals of the organization and achieve high performance levels, and linking with strategic capabilities, and be there when the work projects, restructuring the company's exchange of knowledge before the implementation of knowledge management strategy to maintain the success of the company through several elements and several questions, and the study found a number of results, including:

- Understand the requirements of the knowledge strategy.

- Address the knowledge needs of the organization through the interpretation of knowledge, sharing and application of existing knowledge and to improve and develop a strategy for knowledge appropriate to the

organization.

Benefited from a researcher in the study that the elements of knowledge formulated a strategy which worked in his testimony through a vision of developing a strategy for knowledge and the development of the study variables.

What distinguishes the current study from previous studies:

Through a review of previous studies shows that some studies have examined the attitudes of managers towards the application of knowledge management and some looked at knowledge management performance, creativity and some looked at other aspects, the present study it was characterized in that they are looking at the side of a vital and important by measuring the impact of the application of knowledge management strategies to accomplish production efficiency and market share in Jordan Telecom companies, and is therefore characterized by the following:

- 1 - The majority of previous studies on knowledge management strategy knowledge management dealt with in part of the study.
- 2 - Interested in the present study objectives at the corporate level for telecommunications companies in Jordan.
- 3 - The adoption process orientation knowledge management as a basis for the classification of knowledge management strategy that can be manufactured by the Jordanian telecommunications companies for the purpose of creating a comprehensive and integrated perception of them.

4. Method and Procedures:

4.1. The Study Population and it's Sample:

The study population and sample consists of the three telecom companies operating in Jordan and the study population consists of all employees who are highly (Director, Assistant Director, Head of Sector, Head of Department, Head of Unit), in the Jordanian telecommunications companies, totaling (170) as director.

4.2. Sources of data collection:

To achieve the purpose of the current study aimed to determine the role of knowledge management strategy in accomplishing organizational goals for telecommunications companies of Jordan, the researcher adopted exporters to collect data to achieve the objectives of the study:

- Primary sources: the data that have been obtained through:
 - Reconnaissance field visits and corporate communications departments interview Jordanian and administrative and technical cadres in the preparation of the questionnaire and distributed.
 - Resolution: as a tool to determine the role of knowledge management strategy in accomplishing organizational goals for the Jordanian telecommunications companies, so as to cover all the aspects that dealt with the theoretical framework and questions and hypotheses that will be based upon the study, where they were distributed to the entire number in the sampling unit.
 - Secondary sources: the data that has been obtained from sources desktops and review of relevant studies, so as to lay the foundations of scientific and theoretical framework, such as:
 - References and sources on the subject of knowledge management strategy and organizational goals.
 - Documents related to data and information for telecom operators and competent authorities of Jordan (Telecommunications Regulatory Commission, Ministry of Planning, the Ministry of Communications and Information Technology).
 - Magazines and Arab and foreign sources to cover the theoretical side.

4.3. The Study Tool:

After that study was to identify a problem and questions and hypotheses, the researcher developed a questionnaire and drafting clauses to reflect variables model study, the questionnaire contained in the final version of the following parts:

Demographic factors for managers: The goal of the educational level and experience.

Independent variable: The goal of knowledge management strategies (knowledge acquisition, knowledge representation, knowledge sharing, and employ knowledge).

The dependent variable: the goals and goal at the corporate level their parts (enough productivity, market share).

Choose a measure of the questionnaire:

I've been chosen Likert scale (Likert Scale) Five staging, because it is one of the more metrics used to measure the views, due to the ease of understanding and balance grades, indicates where the sample under test for the extent of their agreement for each of the statements to which they belong according to the measure in question.

On the other hand been tested the stability of the questionnaire (coefficient of internal consistency), using the coefficient test (Cronbach's alpha), and the percentage of the overall reliability coefficient (0.78).

5. Data analysis and test the hypothesis:

5.1. Results related to answer the first question:

What level of applying the knowledge management strategies in the Jordanian telecom companies?

To answer the first question of the study, it has been calculated Means and standard deviations of the estimates of the study sample in the Jordanian telecommunications companies, each with a strategy of knowledge management strategies in the companies mentioned. As shown in Table (1) as follows:

Table 1: Means and Standard Deviations to assess the level of the study sample for applying the knowledge management strategies in Jordanian telecommunications companies

No.	Knowledge management strategies	Means	Standard deviation	Rank	Applying Degree
1	Strategy to acquire knowledge	3.71	0.49	3	High
2	The strategy of knowledge representation	4.28	0.52	1	High
3	The strategy of participation in the knowledge	3.77	0.44	2	High
4	Employment strategy knowledge	3.70	0.68	4	High

Is clear from the results (Table 1), that the estimates of the study sample strategies knowledge of b (a strategy of acquiring knowledge, strategic knowledge representation, strategy sharing of knowledge, and strategy employing knowledge) were positive, that confirms that the values of averages of (3.71, 4.28 , 3.77, 3.70), respectively, and this means that the degree of implementation of the strategies mentioned was the degree (high) from the viewpoint of the study sample in the Jordanian telecommunications companies. And got (strategy knowledge representation) ranked (first) on the priorities of the sample, while I got (a strategy to participate in the knowledge) ranked (second), and came (a strategy of acquiring knowledge) prize (the third), and finally got (a strategy employing knowledge) ranked (fourth) and the last.

5.2. Results related to answer the second question:

What is the level assessment of the study sample to accomplish the goals at the level of individuals their parts (production efficiency, market share) in the Jordanian telecommunications companies?

To answer the second question of the study, it has been calculated Means and standard deviations for the evaluation of the study sample to the level of completion of production efficiency, and market share in Jordan Telecom companies, as shown in Table (2) the following:

Table 2: Means and Standard Deviations to assess the level of the study sample for applying the production efficiency, and market share in Jordanian telecommunications companies

No.	Knowledge management strategies	Means	Standard deviation	Rank	Applying Degree
1	production efficiency	3.98	0.59	2	High
2	market share	4.24	0.69	1	High

Is clear from the results in Table (2), that the estimates of the study sample of the goals at the corporate level of (production efficiency, market share) were positive, that confirms that the values of averages of (3.98, 4.24), respectively, and this means that the level of assess the degree of the stated objectives was (high) from the viewpoint of the study sample in the Jordanian telecommunications companies. And got (market share) ranked (first) on the priorities of the sample, while I got (productive efficiency) ranked (second).

5.3. Results related to test of Hypothesis:

H_0 : There is no statistically significant impact at the level of significance ($\alpha = 0.05$), for the application of knowledge management strategies dimensions on the achievement of goals at the level of the organization in its two dimensions (productive efficiency, market share) in the Jordanian telecommunications companies.

To test the validity of the hypothesis of the study, method was used multiple linear regression analysis, and by testing the hypothesis of the study should verify the existence of the phenomenon of overlap multiple linear (Multicollinearity) between the independent variables of non-existence. As shown in Table (3) the following:

Table 3: The results of (VIF) to verify Multicollinearity

No.	Knowledge management strategies	Tolerance	VIF
1	Strategy to acquire knowledge	0.854	1.171
2	The strategy of knowledge representation	0.793	1.262
3	The strategy of participation in the knowledge	0.645	1.551
4	Employment strategy knowledge	0.868	1.153

Is clear from results contained in the table (3), the absence of the phenomenon of overlap multiple linear (Multicollinearity) between the independent variables of Strategy to acquire knowledge, The strategy of knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge), that confirms that the values of test (VIF) calculated for the variables mentioned, the (1.171, 1.262, 1.551, 1.153), respectively, where all these values are less than the standard test of (5). It has become possible to measure the impact of the independent variables on the dependent variables, and as follows:

(A) First sub-test the hypothesis:

H₀₁: There is no statistically significant impact at the significance level ($\alpha = 0.05$), for applying of the knowledge management strategies dimensions on production efficiency.

To test the validity of the first sub-hypothesis, method was used multiple linear regression analysis, as shown in Table (4) the following:

Table 4: The results of Multiple linear regression analysis to measure the impact of elements the Knowledge management strategies on the production efficiency

Dimensions	Unstandardized coefficients (β)	(t) value	Sig.
Constant (β_0)	0.042	0.079	0.937
Strategy to acquire knowledge	0.036	0.481	0.631
The strategy of knowledge representation	0.283	3.871	0.000
The strategy of participation in the knowledge	0.292	3.065	0.003
Employment strategy knowledge	0.402	7.498	0.000
Correlation coefficient (R)	0.690		
Determination coefficient (R ²)	0.463		
(F) value	35.594*		
(F) Sig.	0.000		

{Value (F) Tabulated two-tone effect the freedom of the numerator and denominator (4, 157), at the significance level ($\alpha = 0.05$)} = 2.37

Is clear from results contained in the table (4), as follows:

A. Since the value of (F) calculated the (35.594) is greater than the value of (F) spreadsheet, amounting to (2.37), as well as the value of the statistical significance of (0.000) which is less than the significance level ($\alpha = 0.05$) it will reject the null hypothesis that means proven validity of the model, and it has the effect of independent variables (Strategy to acquire knowledge, The strategy of knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge) a production efficiency .

(B) evidence of significant regression coefficients (β) elements (strategy knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge), he has no statistically significant impact at the significance level ($\alpha = 0.05$) for the items mentioned, in yet sufficiently productive, what supports that the values of (t) calculated for the items mentioned, amounting to (3.871, 3.065, 7.498), respectively, as well as the values of statistical significance is less than the significance level ($\alpha = 0.05$). In the light of previous results will be **rejected** null hypothesis (H₀₁), which states: (no statistically significant impact at the significance level ($\alpha = 0.05$) for knowledge management strategies after production efficiency), and **accept** the alternative hypothesis (H₁₁).

(C) indicate the value of the correlation coefficient (R) of (0.69) that there is a strong relationship and positive (positive correlation) and statistically significant at the significance level ($\alpha = 0.05$), between the post-production efficiency and all the strategy of knowledge management strategies of (Strategy to acquire knowledge, The strategy of knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge).

(D) has not been established moral regression coefficient (β) of the component (a Strategy to acquire knowledge), it has no statistically significant effect of the element in question is a sufficiently productive, that confirms that the value of (t) calculated for the element in question, amounting to (0.481), as well as the value of statistical significance (.Sig) is a greater the significance level ($\alpha = 0.05$).

(E) Indicate the value of coefficient of explanation (R²) of (0.463) that the elements (The strategy of knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge),

explain what percentage of (46.3%) of the changes after production efficiency, with the remainder, amounting to (53.7%), they are attributable to other variables not included in the multiple linear regression model.

(B) The second sub-test the hypothesis:

H₀₂: There is no statistically significant impact at the significance level ($\alpha = 0.05$), for applying of knowledge management strategies dimensions on market share.

To test the hypothesis sub-second method was used multiple linear regression analysis, as shown in Table (5) the following:

Table 5: The results of Multiple linear regression analysis to measure the impact of elements the Knowledge management strategies on the market share

Dimensions	Unstandardized coefficients (β)	(t) value	Sig.
Constant (β_0)	3.153	4.953	0.000
Strategy to acquire knowledge	0.694	7.722	0.000
The strategy of knowledge representation	0.111	1.268	0.207
The strategy of participation in the knowledge	0.187	1.650	0.101
Employment strategy knowledge	0.341	5.330	0.000
Correlation coefficient (R)	0.685		
Determination coefficient (R ²)	0.455		
(F) value	34.646*		
(F) Sig.	0.000		

[Value (F) Tabulated two-tone effect the freedom of the numerator and denominator (4, 157), at the significance level ($\alpha = 0.05$)] = 2.37

Is clear from results presented in Table (5), as follows:

A. Since the value of (F) calculated (34.646) is greater than the value of (F) spreadsheet, amounting to (2.37), as well as the value of the statistical significance of (0.000) which is less than the significance level ($\alpha = 0.05$). It will reject the null hypothesis that means prove the validity of the model, and it has the effect of independent variables (Strategy to acquire knowledge, The strategy of knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge) on the market share.

(B) evidence of significant regression coefficients (β) for two (Strategy to acquire knowledge, and Employment strategy knowledge), he has no statistically significant impact at the significance level ($\alpha = 0.05$) for the two elements mentioned on the market share, if it is supported by the values of (t) calculated for them the (7.722, 5.330), respectively, as well as the values of statistical significance for the two less than the significance level ($\alpha = 0.05$). in the light of previous results will be **rejected** null hypothesis (H₀₂), which states: (no impact is statistically significant at the significance level ($\alpha = 0.05$) for applying of knowledge management strategies on the market share), and **accept** the alternative hypothesis (H₁₂).

(C) Indicate the value of the correlation coefficient (R) of (0.685) that there is a strong relationship and positive (positive correlation) and statistically significant at the significance level ($\alpha = 0.05$), between the after market share and every element of the strategy for knowledge management of (Strategy to acquire knowledge, The strategy of knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge).

(D) has not been established moral regression coefficient (β) of two (The strategy of knowledge representation, The strategy of participation in the knowledge), it has no statistically significant effect of the two elements mentioned on the market share, that confirms that the value of (t) calculated for them (1.268, 1.650 respectively), as well as the values of the statistical significance of the two is greater than the significance level ($\alpha = 0.05$).

(E) indicate the value of coefficient interpretation (R²) of (0.455) that the two components (Strategy to acquire knowledge, and Employment strategy knowledge), explain what percentage of (45.5%) of the changes in the market share, while the remaining amount (54.5%) they are attributed to other variables not included in the multiple linear regression.

6. Conclusions and Recommendations:

6.1. Conclusions:

Strategy to acquire knowledge, The strategy of knowledge representation, The strategy of participation in the knowledge, and Employment strategy knowledge

(A) The results showed on the answer to the first question and private elements of knowledge management strategy, the accession strategy of knowledge representation on the first rank, and came The strategy of participation in the knowledge came in second, while I got a Strategy to acquire knowledge on the

third, and finally got a Employment strategy knowledge on the fourth and final on the priorities of the study sample and interests.

(B) the results showed on the answer to the second question, and own goals at the corporate level, get after market share for first place, and came after a production efficiency second place on the ladder of priorities of the members of the study sample and interests.

(C) The results of testing the hypothesis first sub, to the presence of statistically significant impact at the significance level ($\alpha = 0.05$) for Knowledge management strategies of (Strategy to acquire knowledge, The strategy of participation in the knowledge, and Employment strategy knowledge) on the completion of production efficiency in telecommunications companies Jordanian. While not practiced (The strategy of knowledge representation) a statistically significant impact on the completion of production efficiency in telecommunications companies in Jordan.

(D) The results of the second sub-test the hypothesis, the presence of statistically significant impact at the significance level ($\alpha = 0.05$) for the application of knowledge management strategies (Strategy to acquire knowledge, and Employment strategy knowledge) on the completion of productive efficiency in telecommunications companies in Jordan. While not all of the exercises (The strategy of knowledge representation, The strategy of participation in the knowledge) a statistically significant impact on the completion of productive efficiency in telecommunications companies in Jordan.

6.2. Recommendations

Thought the results of this research, the researcher recommends the following:

(A) the need to develop and document / guide special strategy, knowledge management and its application to be a reference, which depends upon the establishment of the company in any initiative to implement programs of knowledge management in light of the overall strategy of the organization by building conviction full at different administrative levels and among individuals, the size of the benefits and gains and the positive effects achieved by the approach knowledge management, which achieved gradually over time.

(B) to seek specialized management to ensure constantly that it is being developed knowledge and updated through training sessions at the company to define the different administrative levels and individuals in this branch of cognitive renewed (knowledge management), and that the complexity of these training sessions at the hands of specialists in this field.

(C) Continuous quest to generate and acquire knowledge that meets the needs of strategic and competitive and functional, and capable of achieving the processes of education and cognitive processes lifting. And to disseminate the knowledge necessary and sufficient time and appropriate to all related parties through the use and application of a method of motivation and stimulation leads, including all members of the company to work in the space of knowledge management effectively and efficiently at the individual level and at the collective level.

(D) Open channels of joint work between the public and private sectors with a view to strengthening the relations and partnerships between them, as this would help to promote the acquisition of knowledge, transfer and sharing.

(E) To disseminate the results of the implementation of knowledge management initiatives in some public and private organizations, with the aim of expanding and strengthening other organizations to realize the benefits of knowledge management, and so these results become educated classes.

(F) The need for attention department's telecommunications companies operating in Jordan, (b strategy employing knowledge) similar to the elements of knowledge management strategy, due to their access to the fourth place on the ladder and the recent realization of the study sample of this strategy in the companies mentioned.

(G) The need for future studies dealing with other variables, different from the variables addressed in our study, with the use of other statistical indicators to address the data of the study that will be conducted in the future.

References

- Al-Khafaji, Namah. Ghalibi, Taher. (2008), Readings in administrative modern thinking. Dar Yazori, Amman.
- Alfaris, Suleiman.(2010), The role of knowledge management in raising the efficiency of the performance of organizations: a field study on manufacturing companies own in Damascus, Journal of Economic Sciences and legal, Damascus University, Issue (2).
- Almanni, Ayman.(2009), Trends managers in the centers of the Jordanian ministries of the role of knowledge management in job performance, Jordan Journal of Business Management 5 (3): 371-402.
- Ben Wen, Ren, Chuan Gong, Dah, Meng ,Kevin ,(2010),"Acknowledge-Based Systems Engineering Approach For Confirming Emergent Strategy-Making Quality", Proceedings of the Ninth International Conference on Machine learning and Cybernetics, Qingdao.

- Daft, R. L. (2009), Management Publisher, 9th ed, South-Western College pub.
- Daft, R. L. (2010), Organization Theory and Design, Studies Vereeniging Stress.
- Davenport, T.H. and Prusak, L. (2000), Working Knowledge. Boston: Harvard Business School Press.
- Donald, Brown, Harvey. (2006), An Experiential Approach to Organization Development, 7th ed , Pearson .
- Donald , Brown , Don Harvey .(2009), An Experiential Approach to Organization Development , 8th ed , Pearson .
- Drucker, Peter F. (1999), Management Challenges for the 21st Century, Harper business.
- Drucker, Peter, (1999), "Knowledge-Worker Productivity: The Biggest Challenge", California Management Review41, (2).
- Earl, M. (2001), Knowledge Management Strategies: Toward a Taxonomy, Journal of Management Information System, 18(1): 215-233.
- Ezabi, Taquaoui .(2009), The Impact of knowledge management in organizational innovation, Master Thesis, University of Aden, Yemen
- Gao, Fei. Li, Meng. Clarke, Steve. (2008), Knowledge, management, and knowledge management in business operation (12) 2: 3-17, Emerald Group Publishing Limited, Journal of Knowledge Management.
- Greiner ,Martina E. (2007), A strategy for knowledge management, Tilo Bo`hmann and Helmut Krcmar, Journal Of Knowledge Management, 11(6) : 3-15.
- Hicks, Richard C. Dattbero, Ronald. Galup, Stuart D. (2006), The five-tier knowledge management hierarchy, Journal of Knowledge Management , 10 (1) : 19-31 .
- Khuraisat, Mohammed. (2010), Knowledge management and its impact on marketing performance, Master Thesis, Al-Balqa University, Amman.
- Lytras, Miltiadis . Russ, Meir. Maier, Ronald . Naeve, Ambjörn. (2008), Knowledge Management strategies: A Hand book of Applied Technologies, IGI Global.
- Ranjan, Jayanthi . Khalil , Saani . (2007) , Application of Knowledge Management in Management Education: A Conceptual Frame work, Journal of Theoretical and Applied Information Technology.
- Smith, S. (2005), Knowledge Management Strategies, KEMA, Inc.-
- Stefanescu, L.& Stefanescu , A. (2008),"The need of knowledge management strategy for the successful implementation of reengineering projects" ,The Icafi University Journal of knowledge management , (6):8.
- Turban, E. (2010), Decision support system and intelligent systems, 9th ed , Pearson.VanKatwyk, Peter , VanKatwyk, Trish . 2000, Individual Life Cycle Theory.
- Malhotra, Yogesh. (2005), Integrating knowledge management technologies in organizational business processes: getting real time enterprises to deliver real business performance, Journal of Knowledge Management (9) 1: 7-28.
- Minonne, Turner. (2010), Evaluating Knowledge Management Performance, Electronic Journal of Knowledge Management 7(5) 583 - 592, available online at www.ejkm.com.
- Nasser, Nasser. (2003), The strategic planning and its role in raising production efficiency, Naif Arab University, Riyadh.
- Sliden, Frank. (2011), What is Market Share? , Wise Geek, Conjecture Corporation.
- Stefanescu, L.& Stefanescu , A. (2008),"The need of knowledge management strategy for the successful implementation of reengineering projects" ,The Icafi University Journal of knowledge management , (6):8.
- Stewart, T. A. (1999) Intellectual Capital: The New Wealth of Organizations. New York Doubleday.
- Warlow, Robert. (2007), Steps to Setting up a Successful Small Business, www.smallbusinesssuccess.biz .
- Warner, M. and Witze, M. (2004) Managing in Virtual Organizations, Australia, Thomson.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

Prospective authors of journals can find the submission instruction on the following page: <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

