European Journal of Business and Management
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.16, No.3, 2024

The Impact of Knowledge Management on Organizational Performance Excellence in the Private Jordanian Universities of the Northern Region

Dr. "Mohammad Haider" Sadeq Mohailan
Institute of Public Administration-Riyadh-Saudi Arabia
mohailanm@ipa.edu.sa

Abstract
Accelerating changes and challenges at various levels have made knowledge management imperative for all organizations to adopt development, innovation and added value to the services they provide. As such, this is reflected in their capabilities and performance excellence compared to competing organizations. Accordingly, this study attempts to demonstrate the impact of knowledge management on performance excellence in private Jordanian universities, in the northern region. Focusing on the improvement of efficiency, effectiveness, internal operations, and cost-effective services, as well as the enhancement of employees' performance, which culminates to total cost reduction. In order to achieve the goal of this study, a questionnaire was designed that includes variables related to knowledge management, its processes, and performance improvement and development. The questionnaire was administered to a sample of university employees comprising (155) respondents. Among the results reached by the present study is that there were three out of six dimensions of knowledge management (i.e., knowledge application, knowledge distribution, and knowledge storage) that positively affected organizational excellence, with no effect for (knowledge acquisition, knowledge sharing, and knowledge generation) on Organizational performance excellence. In addition, the mean value of the Organizational performance development processes exceeded (3.57), which means that knowledge management had a prominent impact on the process of reaching organizational excellence in the private Jordanian universities. The study recommended further implementing and consolidating the concept of knowledge management in all Jordanian private universities, and making it a priority. It also called for adopting the best programs, applications, and practices in this field through delivering training programs, discussion panels, seminars and purposeful conferences. The study recommended paying more attention to the infrastructure, technology, communication networks, and allocation of financial and intellectual resources for KM.
Keywords: knowledge management (KM), organizational performance excellence (OPE), performance excellence, private Jordanian universities (PJU).
DOI: 10.7176/EJBM/16-3-11
Publication date: April 30th 2024

1. INTRODUCTION

The complexity of businesses today, which has made it more difficult to manage and control in terms of storage, organization and retrieval, is due to overcrowding and accumulated cognitive overlap **Mills & Smith (2011)**. Knowledge management (KM) refers to the efforts made to organize and use knowledge in an organization, in an effective way to achieve its goals and enhance its performance. Excellence in organizational performance OP is the result of the ability to achieve objectives efficiently and effectively. Therefore, it has a great impact on how the organization succeeds in the business environment. There is an urgent need to manage knowledge in the modern and electronic ways available. Therefore, organizations have started to implement KM processes and programs as a favorable opportunity to improve their performance and achieve their set goals. KM is one of the contemporary intellectual developments in the world of business. The changes occurring in organizations in the field of management and their transition from hierarchy to networks, as well as the development and unpredictability of the external environment of organizations, have made KM an essential force in achieving effective competitive advantage. In addition, the ability to develop and innovate. The application of the KM approach in modern organizations is one of the most important and effective modern management methods, which is concerned with the optimal utilization of implicit and explicit knowledge in the organization to achieve its objectives and enable it to continue and stay in the business world Malkawi, Obeidat, & Halasa **(2017).** KM can play a critical role in enhancing OPE by improving decision-making ability, fostering innovation, improving practical performance, enhancing intra-organizational communication, and accelerating organizational learning processes. Excellence in OP adds great value to all forms of organizations. It contributes to achieving competitiveness in the organization and the labor market. It also makes it possible to provide high quality and cost-effective products or services, which contributes to achieving superiority over competitors. Outstanding performance means delivering products or services that meet the needs, expectations and satisfaction of customers. It enhances customers' loyalty to the organization, improves its reputation and increases revenue and profitability

by increasing market share and attracting more customers Al-Najjar, (2014). Outstanding performance contributes to establishing trust, both among employees in the organization and between customers and external partners. Organizations that achieve outstanding performance are usually better able to adapt to challenges and changes in the business environment, which contributes to their long-term sustainability. Moreover, enabling outstanding performance enhances creative thinking and innovation in the organization, which helps to develop new products and provide new services. Excellence in OP contributes to establishing a strong and sustainable organization, and adds to the effective achievement of its objectives in a changing business environment.

2. Study problems and questions

KM has become one of the most important causes of development and change in the current era, as it has been able to bring about a qualitative shift in the level of performance of various organizations. There is a kind of interrelation and harmony between KM and all activities of any organization. For these reasons, measuring the impact of KM processes on OPE in private Jordanian universities in the northern region is a very important issue. Accordingly, in light of this hypothesis, and to determine the research problem, the following questions were posed:

- To what extent is KM available in the private Jordanian universities in the northern region?

- What is the impact of KM on organizational performance OPE in the private Jordanian universities in the northern region?

Research objectives:

This study aims to explore the impact of KM on OPE in the private Jordanian universities in the northern region, and then demonstrate the extent of using KM systems in the context of the investigated organizations.

Research questions:

To achieve the main objectives set above, the following questions are posed:

- What is the level of availability of knowledge management processes in the private Jordanian universities in the northern region?
- What is the level of organizational performance excellence in the private Jordanian universities in the northern region?
- What is the impact of knowledge management on organizational performance excellence in private Jordanian universities in the northern region?

3. The importance of studying

This study is very important for the following considerations:

3.1 Scientific aspect:

The scientific importance of this study comes from the importance of the sample of the study itself, which is the private Jordanian universities in the northern region. These universities are considered sources of knowledge, hubs for qualifying future leaders, and one of the most important indicators of modern development. In addition, the scientific importance of the study comes from its contribution to the field of the study - knowledge and information management literature, which presently has a vital and effective influence on OPE for any organization.

3.1. Practical aspect:

This study will provide statistical results that clarify the role of KM in OPE. Its practical importance also comes from revealing important aspects of the role that KM processes play in enhancing the performance of the private Jordanian universities. As this role becomes clearer, its effects and results become more evident in building, developing and updating knowledge. In addition, this study helps in establishing an integrated knowledge structure, developing intellectual capital in the private Jordanian universities in the northern region, as well as providing proposals and recommendations that help these universities to achieve, develop and excel in their OP, to achieve their desired goals and strategies.

4. Research objectives:

This study aims to explore the impact of KM on OPE in the private Jordanian universities in the northern region, and then demonstrate the extent of using KM systems in the context of the investigated organizations.

4.1 Study hypotheses

H1: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for knowledge management KM in all its processes, (knowledge exploration, knowledge acquisition, knowledge evaluation, knowledge creation, knowledge application, and knowledge accumulation) on the organizational performance OPE in the private Jordanian universities in the northern regions.

The following sub-hypotheses emerge from the main hypothesis:

- **Ho1.** There is no statistically significant effect at the significant level (a≤ 0.05) for knowledge exploration on the OPE in the private Jordanian universities in the northern region.
- **Ho2.** There is no statistically significant effect at the significant level (a≤ 0.05) for knowledge acquisition on OPE in the private Jordanian universities in the northern region.
- **Ho3.** There is no statistically significant effect at the significant level (a≤ 0.05) for knowledge evaluation on the OPE in the private Jordanian universities in the northern region.
- **Ho4.** There is no statistically significant effect at the significant level (a≤ 0.05) for knowledge creation on OPE in the private Jordanian universities in the northern region.
- **Ho5.** There is no statistically significant effect at the significant level (a≤ 0.05) for knowledge application on OPE in the private Jordanian universities in the northern region.
- **Ho6.** There is no statistically significant effect at the significant level (a≤ 0.05) for knowledge accumulation on OPE in the private Jordanian universities in the northern region.

4.2. Study model

1- Independent variable: KM processes, including (knowledge exploration, knowledge acquisition, knowledge evaluation, knowledge creation, knowledge application, knowledge accumulation).
2- Dependent variable: OPE, which includes (operations management, strategic planning, workforce, services development).

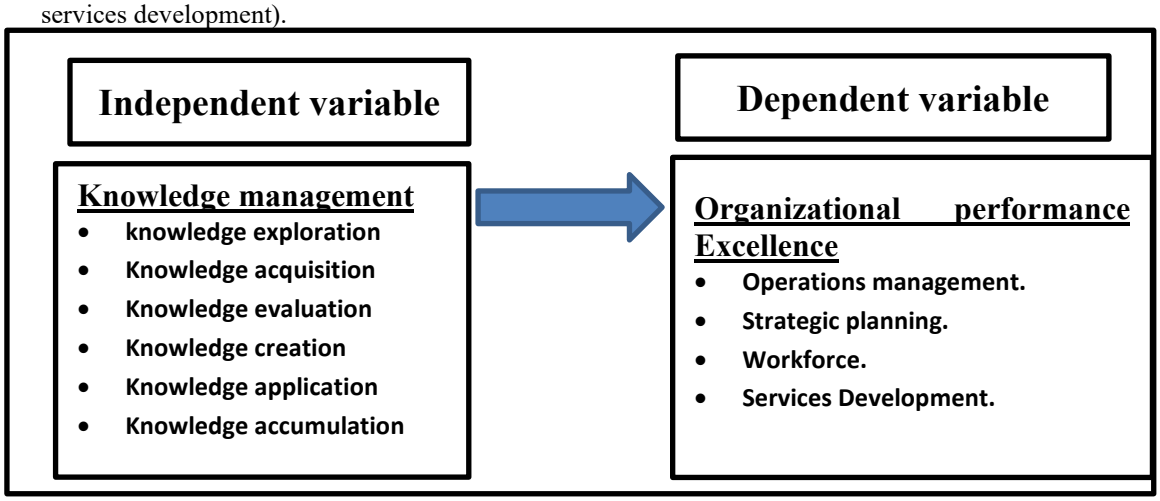

Figure No. (1): Study model

Figure 1. Study model

5. Operational definitions

- **Knowledge acquisition:** All activities through which the organization seeks knowledge, and its acquisition from its multiple sources, such as those containing explicit or implicit knowledge.
- **Knowledge storage:** Processes that include knowledge retention, maintenance and organization, research facilitation and streamlined research and access and retrieval. This is like an organizational memory for the organization.
- **Knowledge circulation and dissemination:** It means the dissemination and sharing of knowledge among the members of the organization, where implicit knowledge is distributed through methods such as training and dialogue, while explicit knowledge can be disseminated through documents, internal bulletins and education.
- **Knowledge application:** It is the goal of KM, and it means using this knowledge promptly and investing the opportunities in the organization. It can be used to solve the problems facing the organization, and this application must aim to achieve the goals and objectives of the organization.
- **Knowledge:** Objective information that includes workers' wisdom, insights and experiences, and can be exchanged and shared through various means of communication to assist us in decision-making.
- **Knowledge diagnosis:** Identifying the knowledge gap between existing knowledge, and what the organization has to know.
- **Knowledge generation:** The process of creating, deriving and shaping knowledge in the organization.
- **Organizational performance:** The results of interaction between the organization's total activities and resources, and the ability to attract good personnel, while retaining good organizational results.
- **Performance assessment:** Many definitions have been provided for performance assessment. Most studies indicate that assessment is a process that not only does it judge what an employee deserves for promotion, or

obtains an award or is punished for failure to perform work, but it means and aims at something more than that. It aims at discovering elements of strength and weakness to enhance elements of strength and mitigate elements of weakness. It also investigates how to improve performance in the future and listen to the viewpoints of those concerned and know their attitudes at work, and even create an atmosphere of frankness and transparency to provide new suggestions Nammour (2012).

- **OP guide:** It is defined by the researcher as "a set of standards, indicators and questions that cover themes of OP. They are followed when carrying out the self-assessment process of higher education organizations.
- **Performance management:** It is a "complex administrative process through which, the organization pre-plans its objectives, implements its programs and makes the conditions and capabilities required for implementation, and reviews performance in light of clear assessment criteria that aim at performance development and improvement, and enhance the organization's competitive edge Al-Dajani (2011).

6. Limitations

Spatial limitations: The private Jordanian universities in the northern region are primarily concerned with the education and training process in the Kingdom.
Temporal limitations: The study was conducted during the period from (1-2023) to (9-2023).
Subject limitations: The impact of KM on the Organizational performance excellence in the Jordanian private universities in the northern region.

7. The theoretical framework and previous studies.

7.1 Knowledge Management (KM)

7.1.1 Knowledge concept:

The economic development, knowledge-based economy, and the development of communication systems and technology, have contributed a lot to the escalating interest in knowledge and management Najim, (2008). Therefore, knowledge utilization in organizations has increased and it is used in developing the organizations' strategies and achieving its objectives Al-Najjar (2014). There is consensus on the general definition of KM and most practitioners and professionals in the field agree that it addresses the implicit and explicit knowledge to add value to the organization Dalkir (2005). The term "knowledge" itself is still disputed among scholars and thinkers in the fields of humanities and social sciences, which is attributed to some discrepancy and vagueness in the definition and differentiating between data, information and knowledge Al-Khasawneh and Mohailan (2020). Knowledge means understanding, cognition and learning, and it is connected with a condition, a reality, an aspect or a certain problem based on available or related data and information. As such, knowledge is immediately related to data and information, which give access to knowledge Khalaf (2007, 8). It is a combination of options, skills, and abilities and cumulated information with the workers and organization Al-Ali, et al (2006). It is the asset that has been formed through scientific research, thinking and field studies Al-Maghrabi (2002, 2). KM systems are a critical dimension of KM, and they refer to the tools, technologies, IT systems, networks and organizational knowledge in terms of storage, retrieval, distribution, and transportation. They also stimulate formal and informal individual and collective participation related to knowledge in the organization and external environment Zack (1999). KM systems, consider computer information systems, the most elegant, and integrated with artificial intelligence technologies, IT technologies and networks, Yassin (2002). KM focuses on organizing and providing the crucial and necessary knowledge required in the time and place by the decision-makers Malkawi (2017). The traditional focus in KM has been on firm and detailed knowledge, including knowledge about processes, procedures, intellectual property, applied best practices, forecasts, lessons learned and solutions to routine problems. Fernandez, Becerra, and Sabherwal (2014). The fields of knowledge play essential roles in serving society, and all of them are important. Therefore, attention must be paid to the sciences that build thought and form the ability to criticize, analyze and build oneself, if we want to form a knowledge-based society Othman (2007). KM is also linked to the concepts of intellectual capital, which many consider the most valuable resource for organizations Al-Khasawneh & Futa (2013). The intellectual capital of an organization refers to all its knowledge resources, found in aspects of the organization in the internal or external environment Fernandez, Becerra, and Sabherwal (2014). The effective application and adoption of KM strategies and techniques in higher education institutions is essential, as it is in the business sector. This inevitably leads to educational organizations excelling in their decision-making capabilities, and will shorten the cycle of developing outcomes such as curricula and scientific research and providing academic and administrative services of lower value and cost. Kidwell, Linde and Johnson (2000). Knowledge cannot be managed because it is simply implicit and hidden, invisible and inexplicit, present in the minds of those who know, and it is not something physical. It is something abstract, and it is a continuous process of birth and growth, which is an accumulation, renewal, innovation and creativity Malkawi (2016). Knowledge has two dimensions: Knowledge of nature, knowledge about something, a phenomenon, and a state of being, which is called "core knowledge." The other dimension is the implicit knowledge, which is used in developing, enhancing and addressing the core knowledge Al-Khasawneh and

Mohailan (2014).

7.1.2 Organizational Performance OP

Measurements of organizational efficiency generally focus on the relationship between organizational resources and activities, on the one hand, and organizational results, on the other Cristescu, et al. (2010). Many researchers have defined excellence. One important definition was provided by the European Organization for Quality Management (EFQM), which stated that excellence is the organization's excellence in achieving nine main concepts, including a focus on clients, management through operation and facts, continuing learning, company development and public responsibility, guiding results, management and consistent objective, individual development and participation, innovation and improvement EFQM guidelines, (1999). Al-Najjar defines organizational excellence as "the systematic use of the principles of integrated quality management in the organization and its possible functions through flexible management and lean thinking" Al-Najjar (2014, 27).

7.1.2.1 Characteristics of organizational excellence:

Organizations that seek to achieve excellence need to have several characteristics, including accepting hard work such as growth, rapid learning, enhancing operations, provision of effective leadership, and work to stimulate and encourage personnel's excellence Malkawi (2018). Then it has to bear the difficulties and crises and face them, with its multiple and extensive experiences inside and outside the organization. This comes through specialized and diverse training programs that it provides for its employees at all levels. What distinguishes an organization is its selection of the best possible methods for accurate and professional predictions Al-Samarrai and Al-Zoubi, (2004). Organizations can improve their performance, profits and production through sustainable excellence in OP, and they can get rid of surpluses by improving quality, productivity, effectiveness and leniency Al-Najjar (2014). Higher education contributes to economic and social development because it contains high-quality working skills, and large-scale knowledge and a rich culture Al-Khasawneh, Eyadat, Elayan (2021). Higher education is a driving force for economy. Moreover, it influences every area of national development, and it is a key factor in the competitiveness of nations and it increases competition and innovation in the local markets. Thus, higher education becomes competitive in the global economy and therefore deserves the required attention Petrov and Timareva (2014).

8. Previous studies

Al-Hayali and Al-Najjar (2016): KM Processes and their Impact on OP, the Adoption Balanced Scorecard: The Moderating Role of Quality Assurance Standards—an Applied Study on the Private Jordanian Universities, The study aimed to identify KM processes and their impact on OP in the private Jordanian universities. The hypothesis testing results showed a significant impact of KM processes on OP. There is also a mediating impact of quality assurance standards on improving the effect of KM on OP. In the end, the study recommended establishing an official specialized department for testing creative ideas, establishing working groups within universities, and building a creative intelligence incentive system in these universities.

Abuaddous, Hayfa, Y., Al SoKkar, Abdullah A.M. & Abualodous, Blaqees I. (2018): The Impact of KM on OP. The literature was studied critically, to show the extent to which KM and some of its practices influence OP. It turns out that knowledge management, the knowledge process, and infrastructure capabilities positively affect all aspects of OP directly or indirectly. At the same time, there was a need for continuous training and educating CEOs of educational institutions about the importance of KM. through teamwork and training programs.

Mills, A.M. and Smith, T.A. (2011): KM and OP: A Decomposed View Purpose of the study is evaluate the impact of KM resources (such as enablers and KM) on OP. The results showed that some knowledge sources (such as organizational structure and knowledge application) are directly related to OP. While sources such as (technology and cognitive transformation) are not directly linked to OP.

Qasimi. &.Musitafa (2019): The Impact of KM on the Development of OP at Ghardaia University, Purpose of the study is identifying the impact of KM on developing OP at the University of Ghardaia. The study concluded with results stating that the employees at the University of Ghardaia have a positive tendency towards developing OP in the university through KM. This means that KM has a prominent impact on the process of OP development.

Mustafa, Rania, Wahaba, Mohamed, Alaa, El-Gharabawi and Ragheb Mohamed (2021): The Impact of KM on OP through the Balanced Scorecard—an Applied Study on Ports Training Institution The study investigated the impact of KM on OP through improving the balanced scorecard. The study relied on the deductive method in collecting data. It found that there is a statistically significant relationship between KM and OP.

Shibru, Sintayehu, Bibiso, Mesfin, and Ousman, Kedir (2017): Assessment of factors affecting OP: The Case of Sodo State University, Purpose of the study is exploring the factors affecting the OP of Sodo State University in Ethiopia. The results revealed that the factors influencing OP are leadership experience, managers academic rank, implemented policies and procedures, establishing a professional learning community, and ensuring effective financial management and accountability in the university.

Miteb and Hassouni (2011): KM Processes and their Impact on OPE: An Analytical Study in the General Company for Rubber Industries in Aldiwaniyah. Purpose of the study is demonstrating the impact of KM processes

on OPE in the General Company for Rubber Industries in Diwaniyah. The result confirmed the validity of the main and secondary hypothesis, that there is an impact of KM on the excellence of OP in the company. The most important recommendation of the study is to allow employees to interact socially and technically to enhance the language of dialogue and trust among them.

Al-Kass (2020): KM and Its Impact on OPE a Study of the Opinions of a Sample of Employees at MTN Telecommunications Company Purpose of the study knows the impact of KM on OPE. The most important results of the study indicated that there is a relationship and impact of KM on OPE. It recommended the necessity of optimal use of KM to achieve excellence in the company.

Al-Awadi & Al-Awadi (2020): The Role of KM in Achieving Organizational Excellence: An Applied Study on a Sample of Kuwaiti International Companies The study aimed to know the role of KM in achieving institutional excellence in Kuwaiti international companies. The results proved the impact of organizational KM on organizational excellence in Kuwaiti international companies. There is a relationship and role for managing functional human knowledge and organizational excellence in Kuwaiti international companies, and a relationship and role for customer KM in Kuwaiti international firms. Among the most important suggestions of the study is developing an effective training plan to disseminate the culture of KM and organizational excellence at all levels in the companies, both organizationally and humanly.

8.1 What distinguishes the current study from previous studies?

- Based on the above, some studies related to the study variables were reviewed, similarities and differences were examined, and the following was revealed:
- Few studies have adopted the current topic (the impact of knowledge management on excellence in institutional performance in private Jordanian universities - the northern region).
- Most previous studies took into account the effect of one or more dimensions of the variables in the current study, whether they were independent, related, or their rate of occurrence on the last effect.
- After reviewing previous relevant studies in the Arab environment, it was found that there is a scarcity of such studies that contributed to measuring the impact of knowledge management on excellence in institutional performance in private Jordanian universities - the northern region.

9. Study methodology:

9.1 Study population and sample:

Based on the nature of the topic and the objectives that we seek to achieve through this study, we used the descriptive analytical approach. By adopting this methodology, we attempted to know the impact of KM on performance excellence in the private Jordanian universities in the northern region. In this sense, the descriptive analytical approach aimed to describe the phenomenon accurately.

Table (1): Private Jordanian Universities in the Northern Region

#	University	Inception year	Academic leaders	Administrative leaders	Total
1	Jerash University	1992	40	25	65
2	Irbid Private University	1994	35	21	56
3	Jadara University	2005	54	31	85
4	Ajloun National University	2008	40	13	53
Total			**169**	**90**	**259**

Source: Universities' formal Websites

All administrative and academic leaders at the level of department head, director, and college dean in (4) private Jordanian universities in the northern region, namely (Jerash University, Jadara University, Irbid Private University, and the University of Jordan). Ajloun National University is the study population, with 259 leaders. Data were collected from a simple random sample comprising (155) respondents from these universities according to the (KREJCIE & MOGAN, 1970) equation of simple random samples.

9.2 Validity and reliability of the study instrument (questionnaire):

First: Instrument validity:

To verify validity in its initial form with its two parts, the researcher presented the instrument to (10) specialists in business administration in several Jordanian organizations and universities. This was also made to ensure the accuracy of the instrument items and the extent to which they fit with the study objectives and hypotheses. In addition, this was carried out to ensure the clarity and ability of the questionnaire to measure the study variables. After having some opinions, the researcher made some modifications through deletion, amendment and addition, making sure that there were no repetitions or duplications.

9.3 Instrument reliability

The researcher used the Cronbach Alpha method to verify the reliability (internal consistency) of the study instrument (the questionnaire). Table (2) shows the values of the reliability coefficients for each variable of the study, and for the questionnaire.

Table (2): Cronbach's Alpha Reliability Coefficient

Variable	Cronbach's alpha
Knowledge acquisition	0.888
Knowledge application and use	0.886
Knowledge sharing	0.878
Knowledge creation	0.933
Knowledge distribution	0.912
Knowledge storing	0.917
KM	0.934
Operations management	0.940
Strategic Planning	0.929
Workforce	0.913
Services development	0.974
Organizational Excellence	0.978
Total	0.984

It is clear from the results of Table (2) above that all dimensions of the study reached a reliability coefficient higher than (70%), which is the minimum accepted degree for reliability coefficients, and therefore the study instrument is relied upon in measuring the study objectives.

10. Study instrument and statistical analysis methods

10.1 Study instrument

The descriptive analytical approach was relied upon to review the literature and concepts of the study, based on many scientific references, which helped the researcher in building the study instrument (i.e., questionnaire) to determine the relationship between the study variables. Answers of respondents were designed based on a five-point Likert scale that includes five levels, the lowest of which is (1), and the highest is (5) as follows:

By calculating the category length = largest weight - lowest weight/number of weights as follows:

(5-1)/5=0.8

After that, according to a five-point Likert scale, we consider strongly disagree (from 1 to 1.80), disagree (from 1.81 to 2.60), neutral (from 2.61 to 3.40), agree (from 3.41 to 4.20), strongly agree (from 4.21 to 5).

The questionnaire was divided into two parts:

- Part I: included demographic variables: gender, age, educational qualifications, current job field, and years of experience.
- Part II: included questions related to the study variables on the first twenty-three statements related to KM processes. The next sixteen statements were related to OPE.

The following Table (3) shows the demographic characteristics of the study sample as follows:

Table (3): The Demographic Characteristics of the Study Sample

Gender	**#**	**Percentage %**
Male	122	79
Female	33	21
Total	155	100.0
Age	**#**	**Percentage**
Less than 30 years	15	10
30 - less than 40	52	33
40 – less than 50	43	28
More than 50 years	45	29
Total	**155**	**100.0**
Qualification	**#**	**Percentage**
Bachelor	34	22
Master	39	25
Ph.D.	82	53
Total	**155**	**100.0**
Experience	**#**	**Percentage**
Less than 5 years	23	15
5 – less than 10	28	18
10 – less than 15	35	22
More than 15 years	67	43
Missing	2	2
Total	**155**	**100.0**
Career position	**#**	**Percentage**
Department Head	65	42
Manager	55	35
Faculty Dean	35	23
Total	155	100.0

The following tables show the arithmetic means and standard deviations for the study dimensions, as follows:

Table (4): Arithmetic Means and Standard Deviations (AM. & STD.) for the Knowledge Acquisition Dimension

Item	Frequency	Arithmetic Mean	Standard Deviation
The university provides employees with their knowledge needs through developed scientific means of communication.	155	3.60	0.901
The university acquires knowledge from the expertise and experiences of people specialized in various scientific fields.	155	3.70	0.894
The university participates in specialized conferences and seminars to acquire new knowledge.	155	3.52	1.081
Knowledge Acquisition	155	**3.61**	**0.870**

Table (5): (AM. & STD.) For the Knowledge Application Dimension

Item	Frequency	Arithmetic Mean	Standard Deviation
The university uses diversified internal expertise teams to utilize available knowledge.	155	3.61	0.920
The university encourages initiatives to work with the employees' available knowledge.	155	3.66	0.838
The university depends on experienced experts to train employees on methods of utilizing knowledge	155	3.51	0.854
The university gives freedom to workers in applying new knowledge	155	3.58	0.932
Knowledge Application	155	**3.59**	**0.749**

Table (6): (AM. & STD.) (for the Knowledge Exchange Dimension)

Item	Frequency	Arithmetic Mean	Standard Deviation
Knowledge is exchanged among employees within the same administrative level.	155	3.52	.9160
Knowledge is exchanged among workers at different levels.	155	3.55	.8950
Methods for distributing knowledge to university employees are available to everyone: (memos - reports - e-mails).	155	3.75	.8370
The university has a flexible administrative system for distributing knowledge to employees.	155	3.61	.9200
Knowledge Exchange	155	**3.61**	**.7640**

Table (7): (AM. & STD.) (For the Knowledge Creation Dimension)

Item	Frequency	Arithmetic Mean	Standard Deviation
The university encourages employees to create knowledge.	155	3.60	0.921
The university is interested in the process of passing on experiences.	155	3.44	0.963
The university adopts developed techniques to generate knowledge (brainstorming, model standards).	155	3.50	0.906
The university depends on sharing knowledge with employees to generate new knowledge.	155	3.56	0.904
Knowledge Creation	155	**3.53**	**0.843**

Table (8): (AM. & STD.) (For the Knowledge Distribution Dimension)

Item	Frequency	Arithmetic Mean	Standard Deviation
The university distributes knowledge through formal meetings.	155	3.64	.926
The university distributes knowledge through work teams.	155	3.56	.852
The university distributes knowledge through electronic applications.	155	3.62	.898
The university distributes knowledge through informal relationships.	155	3.31	.955
Knowledge Distribution	**155**	**3.53**	**.809**

Table (9): (AM. & STD.) (For the Knowledge Storage Dimension)

Item	Frequency	Arithmetic Mean	Standard Deviation
The university relies on electronic media to store knowledge.	155	3.58	.913
The university is constantly updating its knowledge processes.	155	3.63	.927
The knowledge stored at the university is easily accessible.	155	3.54	.955
The university develops new mechanisms to store knowledge to face future changes.	155	3.52	.916
Knowledge Storage	155	**3.57**	**.830**

Table (10): (AM. & STD.) For KM

Item	Frequency	Arithmetic Mean	Standard Deviation
Knowledge Acquisition	155	3.61	0.870
Knowledge Application	155	3.59	0.749
Knowledge Exchange	155	3.61	0.764
Knowledge Generation	155	3.53	0.843
Knowledge Distribution	155	3.53	0.809
Knowledge Storage	155	3.57	0.830
KM	155	**3.57**	**0.728**

The results shown in Table (10) above indicate that KM in Jordanian universities in general was moderate, with an arithmetic mean of (3.57) and a standard deviation of (0.728). This requires universities to pay more attention to KM to attain a high level. This is because of its importance in achieving organizational excellence in

the Jordanian universities. Looking at the sub-variables of the reality of KM, we found that all of them (knowledge acquisition, knowledge application, knowledge exchange, knowledge creation, knowledge distribution, knowledge storage) came in moderate levels also, with arithmetic means (3.61, 3.59, 3.61, 3.53, 3.53, 3.57), respectively. This requires universities to pay attention to all KM processes to reach high levels.

Tables of arithmetic means and standard deviations for the dimensions of OPE:

Table (11): (AM. & STD.) For the (Operations Management) Dimension

Item	Frequency	Arithmetic Mean	Standard Deviation
The university constantly employs qualified workers.	155	3.48	.974
Materials used at the university are of high quality.	155	3.52	.974
The university uses appropriate machinery and equipment for work.	155	3.56	.953
The university uses updated workflow regulations.	155	3.50	.916
Operations Management	155	**3.52**	**.872**

Table (12): (AM. & STD.) For the (Strategic Planning) Dimension

Item	Frequency	Arithmetic Mean	Standard Deviation
The university administration adopts strategic goals according to the student's needs.	155	3.48	1.002
The university identifies new areas of activity.	155	3.54	.992
The university uses databases to study the internal environment.	155	3.42	.990
The university constantly seeks to discover and seize available opportunities	155	3.48	.984
Strategic Planning	155	**3.48**	**.913**

Table (13): (AM. & STD.) For the (Workforce) Dimension

Item	Frequency	Arithmetic Mean	Standard Deviation
The university develops the employees' competencies to achieve excellence.	155	3.54	1.034
The university provides its employees with developed tools that help them to accomplish their work.	155	3.52	.955
The university has a program to integrate new employees into the business.	155	3.46	.992
The university periodically measures its employees' job satisfaction.	155	3.43	1.130
Workforce	155	**3.48**	**.933**

Table (14): (AM. & STD.) For (Service Development) Dimension

item	**Frequency**	**Arithmetic Mean**	**Standard Deviation**
The services provided by the university to its clients are subject to continuous development	155	3.43	.953
The university is constantly exploring the diverse needs of its clients	155	3.37	.956
The university uses modern technological means in providing its services	155	3.58	.882
The university services are provided with ease	155	3.56	.873
Service Development	**155**	**3.49**	**.817**

Table (15): (AM. & STD.) **Of the Dimensions of Organizational Excellence**

Item	Frequency	Arithmetic Mean	Standard Deviation
Operations Department	155	3.52	0.872
Strategic Planning	155	3.48	0.913
Workforce	155	3.48	0.933
Service Development	155	3.49	0.817
Organizational Excellence	**155**	**3.49**	**0.837**

It is clear from Table (15) above that organizational excellence in general in Jordanian universities had a medium score an arithmetic mean of (3.49) and a standard deviation of (0.837). This draws attention to catering for organizational excellence to reach high levels in Jordanian universities. It is found that all elements of organizational excellence fell within the medium approval level, namely, operations management, strategic planning, workforce, service development, and with arithmetic means of 3.52, 3.48, 3.48 and 3.49, respectively.

11. Discussing Findings and Recommendations

To test the main hypothesis, the knowledge and overall impact of KM and the impact of each dimension of KM on organizational excellence, multiple regression between the dimensions of KM and organizational excellence (dependent variable) was used. Table (16) below shows this.

Table (16): The Results of Multiple Linear Regression between the Enablers of KM and Organizational Excellence

Variables	Organizational Excellence								
	Model Parameters		Standard error	t-test		Correlation coefficient R	Coefficient of determination R^2	F	
				Calculated	Significance level			Calculated	Significance level
Multiple regression constant	**α**	0.089	.222	.399	.690	.854a	.729	46.172	<.001b
The acquisition of knowledge	β1	-.104	.087	-1.156	.251				
Knowledge application	β2	.342	.108	3.544	<.001				
Knowledge circulation	β3	-.082	.146	-.617	.539				
Knowledge generation	**β4**	-0.035	.131	-.263	.793				
Knowledge Distribution	**β5**	.489	.134	3.775	<.001				
Knowledge storage	β6	.292	.122	2.404	.018				

1. **Dependent Variable: Organizational Excellence**
2. **Predictors: (Constant) KM**

Table (16) shows that there is a statistically significant effect of KM on organizational excellence, as explained (72.9%) of organizational excellence. When considering the KM processes (sub-dimensions of KM) taking the absolute value of (β) and considering the rest of the values in Table (16) above, it is found that three sub-dimensions of KM out of six dimensions whose results have a statistically significant impact on organizational excellence are as follows:

- There is a statistically significant effect at the level of significance (α≤0.05) for the application of knowledge in Jordanian universities on organizational excellence, where the values of (β, T) were (0.342, 3.544), respectively. They are also statistically significant at the level of significance (0.01), this explains acceptance the second sub-hypothesis. This confirms the importance of applying knowledge as a key variable that affects organizational excellence and calls for the need to pay attention to it for its important role.
- There is a statistically significant effect at the level of significance (α≤0.05) for the distribution of

knowledge in Jordanian universities on organizational excellence, where the values of (β, T) were (0.489, 3.775), respectively. They are also statistically significant at the level of significance (0.01), this explains acceptance the fifth sub-hypothesis.

- There is a statistically significant effect at the level of significance (α≤0.05) for the storage of knowledge in Jordanian universities on organizational excellence, where the values of (β, T) were (0.292, 2.404), respectively. They are also statistically significant at the level of significance (0.01), this explains acceptance of the sixth sub-hypothesis.
- There is no statistically significant effect at the level of significance (α≤0.05) for the acquisition of knowledge in Jordanian universities on organizational excellence, where the values of (β, T) were (0.104, -1.156), respectively. They are also not statistically significant at the level of significance (0.05), which means rejecting the first sub-hypothesis and thus there is no effect for knowledge acquisition on organizational excellence.
- There is no statistically significant effect at the level of significance (α≤0.05) of knowledge circulation in Jordanian universities on organizational excellence, as the values of (β, T) were (0.082, -0.617), respectively. They are also not statistically significant at the level of significance (0.05), this explains rejecting the third sub-hypothesis, and therefore there is no effect of knowledge circulation on organizational excellence.
- There is no statistically significant effect at the level of significance (α≤0.05) for the knowledge generation in Jordanian universities on organizational excellence, where the values of (β, T) were (0.035, -0.263), respectively. They are also not statistically significant at the level of significance (0.05 this explains rejection of the fourth sub-hypothesis, and therefore there is no effect of knowledge generation on organizational excellence.

11.1 Findings:

The study had the findings below:

- The above results show that three of the six dimensions of KM (knowledge application, knowledge distribution, and knowledge storage) affect organizational excellence, while the three other dimensions (knowledge acquisition, knowledge circulation, and knowledge generation) do not affect organizational excellence. By taking the total effect of these dimensions together, it is found that they collectively affect organizational excellence at the level of significance (α≤0.05), where the values were (R0= 0.854) and (R^2=0.729) as shown in tables (14,15) above. They were statistically significant at the level of significance (0.005), which means that they explain 72.9% of organizational excellence, and the calculated value of F was (F=46.172) and statistically significant at (P=0.001).
- The application of the KM approach in private universities provides them with new potential and distinctive competitive capabilities.
- Universities that use KM processes are better able to use their available resources effectively, which leads to the development of their level of performance and excellence.

11.2 Recommendations

1. Paying full attention to methods of acquiring knowledge by identifying distinctive practices in this field.
2. Paying full attention to ways of circulating knowledge by finding formal and informal channels for the dissemination and circulation of knowledge.
3. Paying more attention to knowledge generation by learning about global best practices in knowledge generation, shifting from traditional methods and patterns that do not conform, using KM processes, adopting modern management methods that promote cooperation and teamwork, and working on the participation of employees in seminars and conferences to increase their knowledge.
4. It is important to establish the concept of KM and its importance among university employees.
5. Constructive planning to consolidate the concept of knowledge management, realize its value, and adopt its application, through continuous training, and managing discussion panels, seminars, and scientific conferences implemented by the university.
6. Supporting and motivating programs to spread the culture of knowledge among university employees and paying attention to its implicit and explicit aspects, and clarifying the benefits of using KM processes and their outputs in developing the level of performance.
7. Diagnosing knowledge in Jordanian private universities by identifying existing knowledge assets and identifying other sources of knowledge that can be utilized.

12. Conclusion

Adopting the knowledge management methodology followed in Jordanian private universities in the northern

region provides them with new and competitive capabilities that contribute to their organizational excellence. It enables effective knowledge sharing by facilitating the exchange of information, experiences, and best practices between faculty members, researchers, and students; this can foster collaboration and interdisciplinary research, and improve decision-making by organizing and centralizing knowledge assets. Following an effective knowledge management methodology helps universities make more rational decisions, regarding research priorities, resource allocation, and strategic planning. Efficient knowledge management systems provide students access to a wide range of educational resources, including lecture materials, research papers, and multimedia content. Enriches their learning experience. The distinct use and application of knowledge management enhances the culture of innovation among students and faculty in their academic endeavors, which leads to improved performance and academic results in general. The knowledge management approach can foster a dynamic and thriving academic environment, enhance learning, innovation and excellence within Jordanian private universities in the Northern Region, and can provide a great opportunity for universities and their presidents and directors to make broad changes in organizational structures, processes and organizational culture to improve their performance and organizational excellence.

Declaration by Authors Acknowledgement: None

Source of Funding: None

Conflict of Interest: No conflict of interest.

References

- Abuaddous, Hayfa.Y. & Al SoKkar, Abdullah A.M. & Abualodous, Blaqees I.,(2018). The Impact of Knowledge Management on Organizational Performance (IJACSA) International Journal of Advanced Computer Science and Applications, Vol. 9, No. 4, 2018 204 | P a g e www.ijacsa.thesai.org.
- Al-Ali, Abdel Sattar, Qandilji, Amer Al-Omari, Ghassan, (2006). Introduction to Knowledge Management, Amman, Dar Al-Maysara for Publishing, Distribution and Printing.
- Al-Adlouni, Mohammad. (2002). Institutional Work. 1st Edition. Beirut: Dar Ibn Hazm for Publishing and Distribution.
- Al-Awadi, Adel Khairallah Nasser bin Abdullah, and Al-Awadi, Fayza Khairallah Nasser bin Abdullah. (2020). The role of knowledge management in achieving institutional excellence: An applied study on a sample of Kuwaiti international companies, 31, Court, Yemen, 2020 pp. 223 - 253, 10.35781/1637-000-031-007DOI: 2410-1818 MD: 1053898, ISSN: Al-Andalus Journal of Humanities and Social Sciences Publisher: Al-Andalus University of Science and Technology.
- Al-Dajani, Iyad Ali, (2011). The role of strategic planning in the quality of institutional performance, a descriptive analytical study in Palestinian regular universities, research submitted for the degree of doctorate in education, “Curriculum and Teaching Methods”, College of Education, Department of Curricula and Teaching Methods, University of Damascus, Syrian Arab Republic.
- AL-Hayaly, Mohammed Abdulsalaam & Alnajjar, Fayez Jomah. (2016). Knowledge Management Processes and Their Impact on Organizational Performance, the Adoption Balanced Scorecard: The Moderating Role of Quality Assurance Standards—an Applied Study on Private Jordanian Universities. International Journal of Business and Management; Vol. 11, No. 6; 2016 ISSN 1833-3850 E-ISSN 1833-8119 Published by Canadian Center of Science and Education.
- Al-Kass, Nasr al-Din al-Amin Fadlallah. (2020). Knowledge management and its impact on organizational performance excellence: A study of the opinions of a sample of employees at MTN Telecommunications Company. Volume 21, Issue 2, Court, Sudan, 2020, 31 -, 45-1858-6740 ISSN: 1154076MD: Journal of Economic and Administrative Sciences, Publisher: Sudan University of Science and Technology.
- Al-Khasawneh, Anis. & Mohailan, Mohammad Haider. (2020). “The impact of management information systems on entrepreneurship in the Jordanian pharmaceutical sector,” HSS, Issue 17, No. 2B, pp. 441–486, 2020, doe: 10.36394/jhss/17/2B/17.
- Al-Khasawneh, Akif Lutfi & Futa, Sahar Moh'd (2013). The Impact of Leadership Styles Used by the Academic Staff in the Jordanian Public Universities on Modifying Students' Behavior: A Field Study in the Northern Region of Jordan, International Journal of Business and Management; ISSN 1833-3850, Vol. 8, No. 1; 2013, PP.1-10, Available at: www.ccsenet.org/ijbm
- Al-Khasawneh, Akif Lutfi (2014). The Role of Knowledge Resource Diversification Strategy Management in Improving Organizational Learning among Employees at the Commercial Islamic Banks in Jordan, Journal International Business and Management, ISSN 1923-841x, (Print), ISSN 1923-8428 online), Vol. 8, No. 2, May 31, 2014.

- Al-Khasawneh, Akif Lutfi, Haitham Eyadat, Malek Elayan (2021). The preferred leadership styles in vocational training corporations:
- Al-Maghrabi, Abdel Fattah, (2002). Administrative Information Management Systems, Modern Library for Printing and Distribution, Mansoura University, Egypt, 2002.
- Al-Najjar, Farid. (2014). Institutional distinction and superiority: determinants, axes, models, skills, applications, Knowledge Establishment in Alexandria, Jalal Ezzi and Partners. Egypt.
- Al-Olayan, Rabhi Mustafa, (2008). Knowledge Management, Safaa Publishing and Distribution House, Amman.
- Al-Samarrai, Iman Fadel, Al-Zoubi, Haitham Ali, (2004). Management Information Systems, Dar Safaa, Amman-Jordan.
- Cristescu, M, Mihaiu, D and Opreana, A (2010). Efficiency, Effectiveness and Performance of the Public Sector, Romanian Journal of Economic Forecasting, vol. 4.
- Dalkir, Kimiz,(2005). KNOWLEDGE MANAGEMENT IN THEORY AND PRACTICE, Copyright © 2005, Elsevier Inc. All rights reserved. McGill University.
- EFQM. Assessing for Excellence: A Practical Guide. EFQM, Brussels. (1999).
- Fernandez, Irma Becerra, and Sabherwal, Rajiv. (2014), Knowledge management: systems and processes, book, M.E. Sharpe Armonk, New York London, England. ISBN 978-0-7656-2351-5.
- Khalaf, Falih Hassan (2007). the Knowledge Economy, World Book Wall, Amman, Jordan, 2007.
- Kidwell, Jillinda J., and Linde, Karen Vander and Johnson, Sandra L, (2000). Applying Corporate Knowledge Management Practices in Higher Education. Number- 4- 2000 • EDUCAUSE QUARTERLY.
- Malkawi, N. (2016). Executing Knowledge Management 2.0 through Web 2.0-Applied Study at Jordanian Insurance Companies. International Journal of Business and Social Science, 7(10).
- Malkawi, N., Obeidat, A. M., & Halasa, A. (2017). Achieving Performance Excellence through Cloud Computing Atmosphere-Applied Study at Zain Telecommunications Company-Jordan. International Review of Management and Business Research, 6(1), 229.
- Malkawi, N. M. (2018). Using electronic human resource management for organizational excellence-case study at social security corporation-Jordan. International Journal of Engineering Technologies and Management Research, 5(5), 146-166.
- Malkawi, N. (2017). Enhancing Entrepreneurship through E-Commerce Adoption-Applied Study at Small Companies, Irbid, Jordan. International Journal of Research in Management, Economics and Commerce, 7(1).
- Malkawi, N. M., Al Omari, K., & Halasa, A. (2018). Intellectual Capital as a Core Competency for Competitive Advantage: A Case Study. Journal of Digital Information Management, 16(4).
- Mills, A.M. and Smith, T.A. (2011). "Knowledge management and organizational performance: a decomposed view", Journal of Knowledge Management, Vol. 15 No. https://doi.org/10.1108/13673271111108756.
- Miteb, Hamed Kazem hsouni, Atheer Abdel Amir. (2011). Knowledge management processes and their impact on excellence in institutional performance: An analytical study in the General Company for Rubber Industries in Diwaniyah, Volume/Issue: Volume 13, Issue 3, Court, Iraq, 9-22, ISSN: -1816-9171, MD: -123079. Al-Qadisiyah Journal of Administrative and Economic Sciences Publisher: Al-Qadisiyah University - College of Administration and Economics.
- Mustafa, Rania, Wahaba, & Mohamed, Alaa, El-Gharabawi, and Ragheb Mohamed. (2021). the Impact of Knowledge Management on Institutional Performance through the Balanced Scorecard—an Applied Study on Ports Training Institution.
- Najm, Abboud Najm, (2008). Knowledge Management Concepts, Strategies and Operations, Dar Al-Warraq for Publishing and Distribution, Amman-Jordan.
- Nammour, Nawal, (2012). The efficiency of faculty members and its impact on the quality of higher education, Master's thesis, Faculty of Economics and Management Sciences, Mentouri University, Constantine.
- Othman, Abdul Rahman Sufi, (2007). Knowledge Society Conference: Social, cultural and linguistic challenges in the Arab world, present and future. The First International Scientific Conference of the College of Arts and Social Sciences, 2007, December 4 - 2, Sultan Qaboos University, Volume Two, Edited and Reviewed by: Ed. Abdul Rahman Sufi Othman, Sultan Qaboos University Publications, Muscat - Sultanate of Oman.
- Petrov, Petar, and Timareva, Marina Kamenova. (2014). A Key Performance Indicators a Framework for Higher Education Institutions. (PDF) A Key Performance Indicators a Framework for Higher Education Institutions (researchgate.net).
- Qasimi, Mohammad Mounir, Musitafa, Abdul Latif. (2019). the impact of knowledge management on the development of institutional performance at Ghardaia University, and Scientific Horizons Magazine, Issue:

Volume 11, Issue 3 (s) (July 31, 2019), s. 782-807, 26pp. Publisher: Amin Al-Aqal Al-Hajj University Center, Musa AK Akhmuk Latamangset, Publication date: 07-31-2019, Algeria.

- Shibru, Sintayehu, Bibiso, Mesfin, Ousman, Kedir. (2017). Assessment of Factor Affecting Institutional Performance: The Case of Wolaita Sodo University, Journal of Education and Practice www.iiste.org ISSN 2222-1735 (Paper) ISSN 2222-288X (Online) Vol.8, No.7, 2017.
- Yassin, Saad Ghaleb, (2002). “Informatics and Knowledge Management: An Arab Strategic Vision,” Arab Future, No. 260), Beirut.
- Zack, M. (1999). Developing a knowledge strategy. California Management Review, 41(3): 125–145.