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FACULTY OF BUSINESS ECONOMICS
Master of Management: Management Information Systems

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A case study of the Jordian social security corporation

Promotor :
Prof. dr. Koenraad VANHOOF

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Master Thesis nominated to obtain the degree of Master of Management , specialization
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The Impact of Knowledge Management on the Organizational Performance

A Case Study of the Jordanian Social Security Corporation

Hamzah Ali Qabbaah

August, 2013

Supervised By: Prof. Dr. Koen Vanhoof

PREFACE

This thesis is submitted by Hamzah Qabbaah in partial fulfillment of the requirements for the Master of Management Degree from Hasselt University. The title of this thesis is " The Impact of Knowledge Management on the Organizational Performance: A Case Study of the Jordanian Social Security Corporation". It is tackled from February to August 2013. It was made under the supervision of Prof. Dr. Koen Vanhoof.

I chose this topic to study the improvement the Organizational Performance in the Jordanian Social Security Corporation which is considered one of the most important national corporations in Jordan. In march 2013 ,I met Prof. Dr. Koen Vanhoof to discuss the feasibility of the study and he clarified to me the structure of the study. Writing this thesis has been hard, but during the process of writing I have felt that I have learned a lot and my initial conceptions of knowledge management have certainly changed! I have dealt with a lot of subjects, in an attempt to give this thesis a broad perspective on knowledge management. As many know, a lot of time is spent in writing a master thesis, but this gives an instructive experience.

ACKNOWLEDGMENT

First of all I would like to thank God for giving me the strength and energy to accomplish my aim of completing this thesis.

Special thanks is extended to Prof. Koen Vanhoof, my supervisor for his support, suggestions, encouragement , and his useful feedback during our meetings. I am very grateful for his willingness to read many drafts, and email messages.

I would like to thank many people whom helped me in completing this thesis, they provided me the support, encouragement and guidance.

I would like to thanks all people who help me in distributing questionnaire in the social security corporation.

Finally, I'm thankful and indebted to my father and brothers for their support and encouragement and to my mother for all her prayers for me to succeed.

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Hamzah Qabbaah

August 2013

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EXECUTIVE SUMMARY

This study started with the main idea which illustrates the impact of knowledge management on performance excellence in the organizations in terms of organizational performance and employee's satisfaction in the corporations, the aim of this study was to identify the impact of knowledge management on the organizational performance in the Jordanian Social Security Corporation.

The study attempted to examine the differences in the attitudes of employee according to their demographic characteristics.

The study sample consisted of employees in Jordanian Social Security Corporation, where the distribution (200) to the employees in the Social Security Corporation, and after retrieval questionnaires was excluded (40) to identify the lack of validity for the purposes of statistical analysis. The final study sample (160) questionnaires, representing a rate (80%) of the study sample.

The researcher analyzed the collected data by using a description of the means and standard deviations for the questions of the study; and Stepwise Multiple Regression analysis, Independent Sample t-test, and One Way ANOVA to test the Hypothesis.

The study showed that the employees adopted knowledge management at high level, the level of organizational performance was high and the level of employees' satisfaction was medium. The study results showed that there were significant statistical impacts of the knowledge management variables: (knowledge creation, store knowledge and knowledge sharing) on organizational performance and employees' satisfaction.

The results indicated that there were no significant differences in the attitudes of the employee toward applying (knowledge management, organizational performance and employees' satisfaction) due to their demographic characteristics.

Based on these results, the study reached to the following recommendations.

- Work to raise knowledge sharing through the corporation invest in new ways of using the knowledge.
- Many things should be done to improve the organizational performance concept of the Social Security Corporation such as developing performance management systems including competency modeling, coaching and succession planning.
- To enhance the employees' satisfaction concept, the Social Security Corporation should give more benefits to the employees such as tangible and intangible incentives.
- Giving more roles to employees' ability to improve the knowledge management concept during training, courses and controlling the updating researches of the knowledge managements.
- Work to raise the knowledge creation through the corporation provides information resources (library, internet websites and conferences) to help their employees to acquire the knowledge.

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Chapter One

Introduction

1.1 Introduction

Organizations face different kinds of transformations and rapid changes sweeping the world today and in particular the information revolution, the revolution that adopts advanced scientific knowledge and optimizes the flow of information resulting from advances in computer technology and global communication network (Internet). As a result of these shifts, they have become strategic source of knowledge is most important, but the most powerful and influential factor and control of the Organization's success or failure. (Schwandt et al.,2003).

It seeks to identify and capture valuable information and use it in their operations. Knowledge management is a guarantee of knowledge generation and distribution and it is applied to help make wise management decisions and encourage creativity and achievement of the strategic goals of these organizations and to increase value and improve performance. Not all information and knowledge represented is all valuable knowledge, management should pick up useful knowledge and use it in the activities and operations of the organization. Linking knowledge management performance is a modern and dynamic theme, performance-based process development and decision-making task of identifying trends in the activity of the organization and determine how to approach or move away from the goals and implementation of plans and programs and the efficiency and effectiveness of the organization. (Schwandt et al.,2003)

1.2 Problem statement

The end of the last century has seen great interest in the subject of knowledge and its impact on improving the efficiency of corporations, the direct cause of their success in the highly competitive environment and continuous change, requiring the application of the concept of ' knowledge management ' because of their importance in achieving outstanding performance and increase employees' satisfaction in your organization. (Al Maani, 2009)

Success requires corporations to keep up with what's new in the administration and in their ability to apply their resources in activities which get output contribute to survival and growth, and guarantee them access to advanced competition and entrepreneurship and creativity. When organizations develop their ideas relating to knowledge management, they can hold the lead and that was reflected in the results. (Al Maani, 2009)

The problem with the study is ' what is the impact of knowledge management and its relationship to performance excellence in the Jordanian Social Security Corporation ', and therefore the problem addressed by this study could be formulated.

1.3 Research questions

Accordingly, this research poses few questions regarding the role of knowledge management in improve organizations performance in Jordan.

1. What is the present knowledge management process in the Social Security Corporation?
2. What is the present organizational performance process in the Social Security Corporation?
3. What is the present employee's satisfaction process in the Social Security Corporation?
4. What is the effect of knowledge management on the performance level in the Social Security Corporation?
5. What is the effect of knowledge management on the employees' satisfaction in the Social Security Corporation?

1.4 Hypothesis development and conceptual model

Conceptual model

```
                    ┌─────────────────────────┐        ┌──────────────────────┐
                    │  Knowledge Management   │        │ • Knowledge creation │
                    │                         │        │ • Store knowledge    │
                    │   Independent variable  │        │ • Knowledge sharing  │
                    └─────────────────────────┘        └──────────────────────┘
                          H3 │
                             ▼
                    ┌─────────────────────────┐
                    │  Personal Information   │
                    │                         │
                    │   • Age                 │
              H5 ◄──│   • Gender              │──► H4
                    │   • Level of education  │
                    │   • Years of experience │
                    └─────────────────────────┘
           H2 │
              │        ┌─────────────────┐              │ H1
              │        │   Corporation   │              │
              │        └─────────────────┘              │
              ▼                                          ▼
   ┌───────────────────────┐              ┌───────────────────────┐
   │ Employee satisfaction │              │     Performance       │
   │   Dependent variable  │              │   Dependent variable  │
   └───────────────────────┘              └───────────────────────┘
         │                                         │
   ┌──────────────────┐                     ┌──────────────────┐
   │ • Corporation    │                     │ • Performance    │
   │ • JOB            │                     │   scale          │
   │ • Career and     │                     │ • Quality        │
   │   development    │                     │   performance    │
   │ • Manager        │                     │ • Work speed     │
   │ • Work job       │                     │                  │
   │ • Benefits       │                     │                  │
   └──────────────────┘                     └──────────────────┘
```

Figure 1.1 Conceptual model

Hypothesis

H1: There is a significant impact (α≥0.05) of knowledge management on organizational performance.

- This hypothesis will be examined by testing the following sub hypothesis:

H1.a: There is a significant impact (α≥0.05) of knowledge creation on improve performance.

H1.b: There is a significant impact (α≥0.05) of store knowledge on improve performance.

H1.c: There is a significant impact (α≥0.05) of knowledge sharing on improve performance.

H2: There is a significant impact (α≥0.05) of knowledge management on employees' satisfaction.

- This hypothesis will be examined by testing the following sub hypothesis:

H2.a: There is a significant impact (α≥0.05) of knowledge creation on employees' satisfaction.

H2.b: There is a significant impact (α≥0.05) of store knowledge on employees' satisfaction.

H2.c: There is a significant impact (α≥0.05) of knowledge sharing on employees' satisfaction.

H3: There are significant differences (α≥0.05) of the effect of knowledge management attributed to the demographic variables (gender, age, educational qualification, experiences).

H4: There are significant differences (α≥0.05) of the effect on organizational performance attributed to the demographic variables (gender, age, educational qualification, experiences).

H5: There are significant differences (α≥0.05) of the effect on employees' satisfaction attributed to the demographic variables (gender, age, educational qualification, experiences).

1.5 Significance of the study

The rapid changes and challenges at different levels have made knowledge management necessary for all corporations so this study attempts to describe the role of knowledge management and its impact on the level of performance for each of:

1. The corporation in terms of:

   A. Improving the planning process and decision-making through the provision of information accurately and in a timely manner.
   B. Implementation of the decisions taken, as there is a great need to explain those decisions.
   C. Improving the efficiency and effectiveness of administrative services provided in the institution.

2. Employees in terms of:

   A. Facilitate exchanges and knowledge sharing between employees.
   B. Encourage teamwork and positive interaction among workers.
   C .Increasing capacity in research, innovation and new ways of working.
    In accordance with the above, the study assumes importance through:

1. Dealing with the theme of ' knowledge management ' as the new management approach and its impact on organizational performance, efficiency and level of satisfaction of employees in the corporation.

2. Study the impact on organization performance to the level of employees' satisfaction among staff of the social security corporation in Jordan.

1.6 Study objectives

Based on the above study has sought to achieve the following objectives:

1. Define the concept of ' knowledge management ' and its components, elements and benefits.

2. Identify the extent of the application of the social security corporation for knowledge management.

3. Determine the extent of the Perception of employees in the social security corporation for the concept and importance of knowledge management.

4. Identify the relationship and the impact of knowledge management to distinguish the functionality in the social security corporation.

5. Identify the relationship and the impact of knowledge management on the level of employees' satisfaction in the social security corporation.

6. Identify the relationship impact level of employees' satisfaction to distinguish the functionality on social security.

7. Disclosure of significant differences in the responses of the respondents to the impact of knowledge management approach and its impact on performance due to the following variables (gender, age, education, years of experience).

8. Draw the appropriate recommendations based on the results of the study to increase attention to the concept of knowledge management and to apply it on the social security corporation.

1.7 Thesis outline

This thesis is organized as follows:

Chapter one includes introduction about the research, problem statement, research questions, hypotheses and conceptual model, significance of the study, and research objectives.

Chapter two, which deals with the literature review, related studies, and overview of the Jordanian Social Security Corporation, The objective and structure of this chapter shown in section 2.1. Section 2.2 includes some of the literature about knowledge management.

Section 2.3 contains some of the literature about organization performance and employee satisfaction and there are some of related studies described in section 2.4, and in section 2.5 a brief about the Jordanian Social Security Corporation is presented.

Chapter three describes research methodology design, The Introduction of this chapter shown in section 3.1. Section 3.2 contains Study population and sample, Section 3.3 illustrates the Study Tool, Section 3.4 shows the Validity of study Tool, In section 3.5 the Reliability of Study Tool is presented, and section 3.6 illustrates the Statistical Processing.

Chapter four explains data analysis and results, The Introduction of this chapter shown in section 4.1. Section 3.4 shows the Statistical Analysis ,Section 4.3 illustrates the Hypothesis Testing ,and section 4.4 discusses the results.

Chapter five is the final chapter of the study that includes a discussion of the survey findings and recommendations.

Chapter Two

Literature review

Chapter Outline

2.1 Objective and Structure

2.2 Knowledge Management

2.3 Organization performance and employee satisfaction

2.4 Related studies

2.5 Overview of the Jordanian Social Security Corporation

2.1 Objective and Structure

The aim of this chapter is to give an overview on the concept of Knowledge management and their elements, organizations performance, and employee satisfaction. In order to simplify the process of perception of the reader in the remainder of the thesis. Section 2.2 includes Knowledge definition and knowledge types , Definition of knowledge management, Knowledge management benefits, objectives , challenges, and elements. Section 2.3 looks at the concept of organization performance and employee satisfaction . Section 2.4 presents some related studies. And finally section 2.5 contains an overview of the Jordanian Social Security Corporation.

2.2 Knowledge Management

2.2.1 Understanding Knowledge

In order to understand knowledge management, it is essential to identify the concept of knowledge. What is knowledge? And how knowledge can be extracted from an abstract data?

Initially, what is Data? Data is number or symbol or figure or objective facts without context or interpretation. (filemonA.Uriarte 2008).

What is the difference between data and information? According to (Helina et al., 2008) ,Information is defined as "the aggregation of data into something that has meaning (semantics) through interpretation by human or automated processes."

What is the difference between information and Knowledge? "Knowledge that which is derived and inferred from assimilating information against perceived context, experience or business rules". (Helina et al., 2008)

And wisdom is defined as " deep knowledge , based on considerable personal experience .for example ,knowing when to not use the map because it is inaccurate; knowing how the landscape, and people's use the landscape, has caused the map to look like it does." (Siemieniuch and Sinclair ,1999)

Figure 2.1 represents the transitions from data, to information, to knowledge, and finally to wisdom.
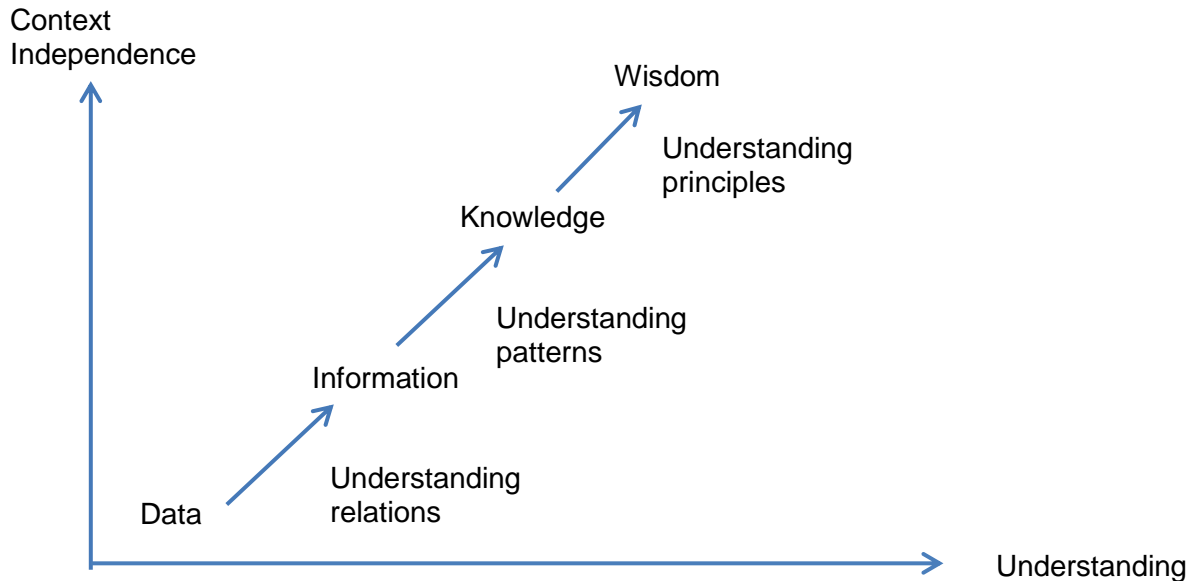
Figure 2.1 Conceptual Progression from Data to Knowledge (filemonA.Uriarte 2008).

2.2.2 Knowledge Types

Knowledge in general and as abstract can be classified into two major types, "Tacit and explicit".

- Tacit knowledge "is personal. It is stored in the heads of people. It is accumulated through study and experience. It is developed through the process of interaction with other people. Tacit knowledge grows through the practice of trial and error and the experience of success and failure".(filemon A.Uriarte 2008)

- Explicit knowledge "is codified. It is stored in documents, databases, websites, emails and the like. It is knowledge that can be readily made available to others and transmitted or shared in the form of systematic and formal languages". (filemonA.Uriarte 2008)

How organizations can benefit from the knowledge, to answer this question, it is necessary to identify the concept of knowledge management, what are the benefits of knowledge management? What are the objectives of knowledge management? What are the challenges of knowledge management? And what are the elements of knowledge management?

2.2.3 Definition of Knowledge management

Some of definitions of knowledge management are presented on table 2.1

Knowledge management definitions	References
Performing the activities involved in discovering, capturing sharing and applying knowledge so as to enhance in a cost-effective fashion, the impact of knowledge on unit's goal achievement.	(Fernandez et al ,2004)
Knowledge management is a collection of activities, processes and policies, which enable organizations to apply knowledge to improve effectiveness, innovation and quality.	(UN Knowledge Management Workshop,2005)
Knowledge management (KM) is the process of making complete use of the value generated by the transfer of intellectual capital, where this value can be viewed as knowledge creation, acquisition, application and sharing.	(Knapp, 1998)

Table 2.1: Some of definitions of knowledge management

As for the purposes of this research, the researcher defines knowledge management as the way that organizations create, storage, and share the knowledge to achieve organizational objectives.

2.2.4 Benefits of knowledge management

According to (Dyer et al. , 2001) , organizations depends on knowledge management for several reasons, knowledge management helps capture results, provide learning platform to share within organization with other members, knowledge management provide the ability to manage customer relationships, and gain competitive intelligence.

(santosus et al. , 2001) outline the benefits of Knowledge management as " increase in productivity , efficiency , response time and overall business functioning".

An effective knowledge management program should help a company do one or more of the following:(Christina Gomez , 2007)

1. Improve innovation.
2. Improve customer service by streamlining response time.
3. Increase revenue.
4. Improved staff retention rates.
5. Simplify the operations and reduce costs.

2.2.5 Knowledge management objectives

Knowledge management objectives vary depending on the diversity of the actors, and the areas in which they operate, there is a set of general objectives involving knowledge management in different types of organizations, as follows : (aklabi , 2008) , (zyadat , 2008) .

1. Identify and collect knowledge and provided appropriate and timely, to be used in time.
2. Building databases for storing and providing knowledge and retrieved when needed.
3. Facilitate the Exchange and sharing of knowledge among all employees in the Organization.
4. Improve the decision-making process by providing accurate information in a timely manner, which helps to achieve the best results.
5. Developing innovation processes organization, providing innovative products and services are constantly.
6. Encourage teamwork, and achieve positive interaction between the working group, through various practices and methods adopted by the organization, to exchange and share knowledge.

2.2.6 Challenges of knowledge management

Many organizations face some limitations prevent the application of the concept of knowledge management, perhaps the most prominent of the following : (Chua et al., 2005), (Akhavan et al.,2005)

1. Poor understanding of the concept of knowledge management and its role in the organization.
2. Lack of appropriate training in the field of knowledge management.
3. The lack of an adequate budget for the knowledge management project.
4. Staff resistance to change, which limits the ability of the Organization to adopt the concept of knowledge management.

2.2.7 Elements of Knowledge management

According to (filemonA.Uriarte,2008) , knowledge management system contains four elements. These are: (a) knowledge creation and capture, (b) knowledge sharing, (c) information storage and retrieval, and (d) knowledge dissemination.

a. Knowledge creation and capture

Knowledge creation and capture is the first element of knowledge management. One of the primary aims of knowledge management is to capture the knowledge that produced from the very interaction among people in any corporation or organization.

The creation of new knowledge will not be possible without creativity and innovation. These are the two most important traits needed to develop the organization and increase its productivity. (filemonA.Uriarte ,2008)

The difficulty lies of managing new knowledge creation processes, the less intervention from the administration whenever flourished creativity and innovation. Once new knowledge is created, it will be necessary to capture it so that it can be utilized. (filemonA.Uriarte ,2008)

According to (Fernandez et al ,2004) , Knowledge Capture: is the process of retrieving either tacit or explicit knowledge from knowledge sources. Knowledge capture took place through, externalization: which involves converting tacit knowledge into explicit, or internalization: converting explicit knowledge into tacit.

There is different ways to capture the knowledge. Capturing the knowledge from outside can be done through different sources such as publications, websites, emails and the Internet. Capturing explicit knowledge within and outside of the organization can be done in different forms like printed reports, copies of memos, record of meetings and so on. Generally these documented outputs are generated at various levels and stages of organization's operations. Tacit knowledge on the other hand can be captured and created through meetings and discussions with office colleagues, institutional partners, stakeholders, experts and consultants. Capturing tacit knowledge that comes from speakers or the participants can be done through seminars and workshops which considered as excellent way to grant that. (filemonA.Uriarte,2008)

b. Knowledge sharing

Knowledge sharing is the second element of knowledge management. This element is the most pivotal among the four elements. Knowledge sharing can occur internally; by sharing the knowledge between the employees in the organization through memos and instructions and externally; between people outside the organization through attending seminars and workshops.(filemonA.Uriarte ,2008)

According to (Fernandez et al ,2004)   the definition of Knowledge Sharing is the process of communication tacit or explicit knowledge to other individuals; knowledge sharing occurs through socialization or exchange.

Knowledge sharing can be enhanced by using the appropriate technological methods, and use processes and systems that lead to cooperation among the staff, and facilitate the exchange between them. The main benefits of knowledge sharing for the organizations are ; to be able to make high-impact decisions and to implement the decisions   more quickly because of the ease of staff access to important strategic thoughts. Therefore knowledge managers must ensure that employees can have direct

access to information rather than requiring them to go through higher management, In this manner, the persons who have the right information or knowledge can readily share it with those who can use it to produce the most benefit for the organization. (filemonA.Uriarte,2008)

c. Information storage and retrieval

The Organization must store information in a centralized location to ensure ease of access and retrieval of information. "For example, reports, statistical data on economic, social and environmental areas can be stored in databases while official documents, once approved, should be categorized and stored electronically in suitable file systems"(filemonA.Uriarte,2008). Through the Internet or the organization's intranet websites, document retrieval process becomes more accurate information and easy.(filemonA.Uriarte,2008)

The four options for storing the information that are captured or shared are:

- File system storage (local and network directories and folders).
- Databases.
- E-mail.
- Websites (intranet and external). (filemonA.Uriarte,2008)

d. Knowledge dissemination

The fourth element of knowledge management is knowledge dissemination .For a significant impact for the development of knowledge must disseminate knowledge to be effective through transformation of highly individualized tacit knowledge into explicit knowledge that can be more widely shared. (filemonA.Uriarte,2008)

The employees will have wary of sharing knowledge with others and tend to keep to their knowledge to themselves ,so the management must take the lead in creating an environment of understanding, cooperation and learning ,and motivate the employees to share and disseminate knowledge among them because of its significant impact on the growth of the organization.(filemonA.Uriarte,2008)

Publications, presentations, websites and libraries are the most obvious forms of dissemination of knowledge.(filemonA.Uriarte,2008)

2.3 Organization performance and employee satisfaction

2.3.1 Organization performance

The meaning of organizational performance concept is to operate the whole organization in both efficient and effective way in order to achieve the organization overall goal. (Otley, 1999)

If you want to have an accurate evaluation for the organizational performance, you must take into account the circumstances that have achieved the results and the planned goals, not just what have been done. (Deming,1986).That means the organization should concern with the two important concepts in organizational performance; effectiveness and efficiency.

According to (Armstrong et al.,1998), performance is influenced by a number of elements or factors; these factors should be taken into account when organizing, evaluating, changing and rewarding performance. These factors are:

- Personal factors: self-confidence, personal skills, motivation and commitment.
- Team factors: the quality of support and encouragement from colleagues in the organization.
- Leadership factors: the quality of support, guidance, advice and encouragement provided by managers, supervisors and team leaders.
- System factors: the system of work and facilities such as instruments of labors.
- Contextual (situational) factors: internal and external environmental pressures and changes.

The impact of knowledge management on organizational performance depends on the used research methodology ,Organizational performance consists of financial or non-financial indicators, "The Balanced Scorecard (BSC) is a performance management tool for measuring whether small-scale operational activities of a company are aligned with its large-scale objectives in terms of vision and strategy and includes four perspectives: financial, customer, internal process and innovation and learning perspective". (Jelena et al. ,2012)

2.3.2 Employee satisfaction

Employee satisfaction has an important role to know the feelings of the employees and forms of thinking about their job, and refers to the employee perception ,expectation of its workplace and his attitudes forward his job (Togia et al., 2004).Table 2.2 shows some of definition of employee satisfaction.

Employee satisfaction definitions	References
Employee satisfaction is considered within empirical studies either as an overall feeling about the job, or as a related set of attitudes about various aspects of the job.	(Spector, 1997)
An index of preference for the experienced job against outside opportunities conditional on information available at time.	(Le´vy-Garboua et al. ,2004)
A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.	(Locke ,1976)
Satisfaction is determined, in part, by the discrepancies resulting from a psychological comparison process involving the appraisal of current job experiences against some personal standards of comparison.	(Rice et al, 1989)

Table 2.2 : Employee satisfaction definitions

According to Herzberg's (1964, 1966) , there are two factors theory of employee job satisfaction , these are :

1- Hygiene factors: supervision, working conditions, co-workers, pay, policies/procedures and job security .These factors lead to job dissatisfaction.

2- Motivator factor: achievement, recognition, the work itself, responsibility, advancement and growth. These factors lead to job satisfaction.

According to (Turkyilmaz et al., 2011) There are two levels of explanatory variables for job satisfaction.

1- Organizational level: pay and benefit levels, leadership, working environment, job characteristics, communication, etc.
2- Individual level: perceived procedural fairness, trust, perceived job security.

Table 2.3 shows the elements of job satisfaction for several studies.

Elements of job satisfaction	References
Job characteristics, pay, working colleagues, working conditions, and management politics.	(Luthans ,1992)
Working conditions, relationships with co-workers and supervisor, pay, organizational policies and the nature of the job itself.	(Drummond et al. ,1991)
Job characteristics(work overload and time pressure), occupational characteristics (various types of work), organizational characteristics (role ambiguity and role conflict), background characteristics (age and gender) and personality characteristics (locus of control and self-esteem)	(Dinham et al. ,2000)
Work content, age, gender, educational level, working conditions, location (rural or urban), co-workers, salary and working hours	Bodur (2002)

Table 2.3: Elements of job satisfaction

Accordingly, the important elements that affect employee satisfaction are: (J. Antoncic et al.).

- General satisfaction with work, consisting of the work conditions ,working time, and reputation of the company.
- Employee relationships, consisting of relationships between employees, and also includes annual personal interviews with employees.
- Remuneration, benefits and organizational culture, these elements include salary, remuneration in the form of benefits and praise, promotion, education, permanency of the job, and the organizational climate and culture.
- Employee loyalty.

2.4 Related studies

1. **Knowledge management and organizational performance: an exploratory analysis by (Zack et al.,2009).**

    This study aimed to describe the impact of knowledge management on organizational performance for financial organizations through study of the impact of the use of knowledge management for perceived quality , and clearly examine of the relationship between the use of knowledge management and organizational performance outcomes , and to collect information the researcher designed survey distributed via email at (1500) Executive Director who studied or trained in(A Leading North American Business School).

    The study found the most important results:

    - The study showed a direct relationship between knowledge management and organizational performance.
    - The study showed a direct and significant relationship between financial performance and organizational performance.
    - The study showed a direct relationship between financial performance and knowledge management practices.
    - The study showed the presence of other factors in addition to knowledge management affect the financial performance , these are   company's relationship with customers, product development, and operational excellence.

    The most important recommendations of the study:

    - Improve knowledge management measures to understand their role in achieving organizational performance.
    - Focus on the role of knowledge management as an intermediary to improve job performance outcomes.
    - Recommended academics, researchers examined the results of the study to improve the performance of organizations.

2. Knowledge Management in Call Centers by (Rasooli et al.,2006)

This study aimed to determine the role of knowledge management and its impact on increasing the effectiveness of departments of communication in organizations for outstanding performance in customer service and to obtain competitive advantages for companies that have an interest in management culture. The study was conducted in two major car manufacturing companies in Iran.

The study found the most important results:

- Knowledge management plays an important role in raising the level of services provided to customers, and to provide information and services.
- Use of experts contributes significantly to increase knowledge among employees, in addition to the information and data available.

3. Survey of knowledge management practices in Indian manufacturing industries, by (Singh et al., 2006)

This study aimed to understand the importance of applying knowledge management in indian industrial companies. The data were collected using a questionnaire among the 650 engineers working in 17 factories in the public and private sectors operating in different industrial fields.

The study concluded that the main reason for the interest in knowledge management is the need to acquire new knowledge, to achieve many benefits, such as increasing their capacity to generate, store and categorize knowledge and participation, and its role in increasing the ability of marketing, logistical support and staffing, and human resource development. The study also found that the main obstacles to the application of knowledge management are organizational culture, lack of funds, poor knowledge management strategy. The study recommended the need to pay attention to the concept of knowledge management, and overcoming obstacles applied if these companies go global. And the administration support this trend.

4. **What is Level of Relationship between Knowledge Management and Job Satisfaction , by (Koseoglu et al.)**

This study aimed to identify the relationship between the knowledge management, one of the major causes of the difference seen in the success levels of hotels, through the study of the literature on knowledge management, and job satisfaction which is an element of organizational behavior.

The data were collected using a questionnaire among the 154 employees for a five- star hotel from the Antalya Region in Turkey. The study attempts to examine the relationship between knowledge management and job satisfaction.

The most important results of this study is no relationship exists between the dimensions of job satisfaction and knowledge management ,the main reason leading to these result is the fact that as knowledge management is a new approach in Turkey, so the managers and workers do not have a good perception of the concept of knowledge management.

5. **Empirical study of public sector employee loyalty and satisfaction, by (Turkyilmaz et al., 2011)**

The aim of this study is to determine the critical factors of the employee satisfaction and find the impact of employee satisfaction on employee loyalty in the public sector in Turkey. In this study, Satisfaction construct contains five main factors, which are named empowerment and participation, working conditions, reward and recognition, teamwork and training and personal development.

The data were collected from the survey applied in Istanbul Branch of Social Security Department. In order to ensure the reliability of the data, a face-to-face survey method performed. Among the collected 246 data, 220 were found satisfactory for data analysis.

The findings show that there is a positive linear relationship between employee satisfaction and employee loyalty. By examining outcomes variables effecting satisfaction and loyalty.

The most important factor was found to be on employee satisfaction are, respectively,   training and personal development , working condition, reward and recognition, empowerment and participation , and the Teamwork has been found as the least important criteria related to employee satisfaction.

6. **Role of Educational Technology in Knowledge Management in college of Education at Sultan Qaboos University (SQU) by (Isan et al., 2008)**

This study aims at describing the role of educational technology in knowledge management in College of Education at SQU and its influence on the efficiency of faculty and all administrative personals will significantly differences at (α = 0.05) attributable to academic rank, qualifications degree, gender, uses computer skills and years of experience in using computers.

The results of the study showed that there were no differences between study responses related to academic ranks, qualifications degree, gender, uses computers skills and years of experience in using computers.

7. **Attitudes of managers in the Jordanian Central Ministries towards the Role of Knowledge Management on Job performance: by (Al Maani ,2009)**

This study aimed at identifying attitudes of managers at the central Ministries of Jordan towards applying the concept of knowledge Management, and towards its impact on their performance. Also the study attempted to examine the differences in the attitudes of managers according to their demographic characteristics. The result of the study shows there are no significant differences in the attitudes of managers due to demographic variables.

Excellence aspects of the current study:
1. Is one of the few studies that linked between knowledge management and organizational performance and the impact of knowledge management on the employees' satisfaction on the other hand, while most previous studies have focused on the study of knowledge

management relationship with several things: decision-making and overall quality, efficiency, leadership styles and others. While the other focused on attitudes toward towards the application of knowledge management in their organizations without linking it to any other variables.

2. The study examined the elements of knowledge management as a knowledge creation, storage knowledge, and knowledge-sharing, and their impact on organizational performance (performance scale, quality performance, and work speed) also looked at the impact of knowledge management on the employees' satisfaction in terms of satisfaction with (their Corporation, their job, their Career and Development, their manager, group work, and their employee benefit).

3. According to the previous studies, this study is the first study that dealt with the concept of knowledge management by using two dependent variables which are organizational performance and employees' satisfaction in one of the vital and necessary organizations for the sustainable development of Jordan which is the social security corporation.

2.5 Overview of the Jordanian Social Security Corporation

"Under the Social Security Law, the Social Security Corporation was founded, as a public financially and administratively independent organization that has a board of directors composed of fifteen members represent the various work parties."(Social Security Corporation,2012)

"The corporation was founded in order to enforce the rules of the Social Security Law through achieving the following objectives:(Social Security Corporation,2012)

1. To secure a respectable life to the citizen and his/her family members by allocating a pension for the insured person or his/her family members at the time of entitlement for such a pension whether owing to reaching the pensionary age, disability, sickness, or death.

2. To enhance social security programs, and driving forward the course of the production of the private sector through indirect encouragement for the qualified labor force through social security programs' sponsorship, protection and material sureties which would lead to strengthening the relationship between the employee and the employer.

3. To extend the social security umbrella in order to cover more and bigger groups and to secure a kind of psychological, material, and work stability for as many as possible.

4. To participate in economic and social development plans through contribution in the strategic national economic projects as well as by creating new job opportunities.

5. To raise the health standard in the society through implementation of the insurance against work injuries and occupational diseases taking into consideration that this trend imposes a diligent and major participation in the efforts exerted for work safety and health intended to reduce the number of the work injuries and their risks and negative reflections on the national income.

6. To deepen the values of solidarity in the society and to participate in reducing poverty through securing a minimum income for the employee and his/her family.

7. To achieve an equation that ensures justice in income distribution between the same generation and the successive generations".

The Corporation's Vision:

"Comprehensive social security for All; seeking excellence in service, protection, and sustainability".(Social Security Corporation,2012)

The Corporation's Mission:

"Together to achieve social protection and economic development."(Social Security Corporation,2012)

The Corporation's Values:

"Respect, professionalism ,integrity ,credibility ,team spirit, partnership".(Social Security Corporation,2012)

Chapter Three

Methodology

Chapter Outline

3.1 Introduction

3.2 Study population and sample

3.3 Study Tool

3.4 Validity of study Tool

3.5 Reliability of Study Tool

3.6 Statistical Processing

3.1 Introduction

This study is based on the use of two approaches to scientific research methods:

1. Descriptive and analytical approach: This approach has been used to review the literature to identify the impact of knowledge management on organizational performance: A Case Study of the Jordanian Social Security Corporation) by using scientific databases such as Emerald ,EBSCOhost, Proquest .
2. Research methodology field has been used to cover the practical side of this study, through testing the validity of hypotheses of the study, and answering questions, and drawing their results out of the questionnaire that was developed for the purposes of the study according to the steps of scientific norms.

3.2 Study population and sample

The study population consisted of the employees of Jordanian Social Security Corporation and they amount (480) employee.

The study sample consisted of the Employees in Jordanian Social Security Corporation, where the distribution (200) to the employees in the Jordanian Social Security Corporation, and after retrieval questionnaires were excluded (40) to identify the lack of validity for the purposes of statistical analysis. The final study sample (160) questionnaires, representing a rate (80%) of the study sample, with the following explanation of the results of data analysis for the distribution of demographic Information, were to find frequencies and percentages to the characteristics of study sample and the table 3.1 shows that:

Table 3.1:Describe the Characteristics of member Study Sample

Variable	Frequency	Percent %
Gender		
Male	104	0.65
Female	56	0.35
Age		
Less than 30	36	22.5
30-40	59	36.9
41-50	43	26.9
More than 51	22	13.8
Level of Education		
High School	18	11.2
Diploma	22	13.8
Bachelor's Degree	89	55.6
Master	26	16.2
PhD	5	3.1
Years of experience		
Less than 5	22	13.8
5-10	48	30.0
11-15	27	16.9
16-20	20	12.5
More than 20	43	26.9

3.3 Study Tool

The study tool consisted of two parts:

First Part : Demographic Information :

(Gender, Age ,Level of Education ,Years of Experience)

Second Part: this part consisted of:

a. Independent Variables (Knowledge Management): (Statement 1-10)

- Knowledge Creation (Statement 1-4).
- Store Knowledge (Statement 5-7).
- Knowledge sharing (Statement 8-10)

b. Dependent variables

1. Organizational performance: (Statement 11-20).
   - Performance Scale (statement 11-14).
   - Quality Performance (statement 15-17).
   - Work Speed (statement 18-20)
2. Employee Satisfaction: (Statement 21-44).
   - Your Corporation (Statement 21-24).
   - Your JOB (Statement 25-29).
   - Career and Development (Statement 30-33).
   - Your Manager (Statement 34-38).
   - My Work Group (Statement 39-41).
   - Employee Benefit (Statement 42-44).

Table 3.2 show that all variables (Independent and Dependent) in the study within the normal distribution, statistical significance for knowledge management (0.635), and (Organizational Performance) (0.260), and for (Employee Satisfaction) (0.978), and it's clear all values More than the statistical significance level (0.05), indicating that the study variables within the normal distribution.

Table 3.2: One-Sample Kolmogorov-Smirnov Test

		Knowledge Management	Organizational Performance	Employee Satisfaction
N		160	160	160
Normal Parameters	Mean	3.6756	3.7606	3.5060
	Std. Deviation	0.6735	0.6413	0.6928
Most Extreme Differences	Absolute	0.059	0.080	0.037
	Positive	0.042	0.036	0.030
	Negative	-0.059	-0.080	-0.037
Kolmogorov-Smirnov Z		0.746	1.009	0.474
Asymp. Sig. (2-tailed)		0.635	0.260	0.978

3.4 Validity of study Tool

      To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was thoroughly performed by seven of academic reviewers from Jordanian universities specialized in faculty and practitioners Business Administration, Marketing, and Management Information System. Appendix "1"shows the list of arbitrators) . Some items were added, while others were dropped based on their valuable recommendations. Some others were reformulated to become more accurate to enhance the research instrument. Appendix "2" shows the last vision of the questionnaire.

3.5 Reliability of Study Tool

      To calculate the stability of an instrument study, the researcher used the equation of internal consistency using test Cronbach's alpha shown in table 3.3 the test results where the values of Cronbach alpha for all variables of the study and identification of generally higher (60%) which is acceptable in the research and studies, which gives the questionnaire as a whole the reliability coefficient ranged between (63.0-96.0), as shown in table 3.3.

Table 3.3 :The Stability of Study Tool by Cronbach Alpha Test

Variables	Cronbach Alpha
Knowledge creation	82.9
Store knowledge	63.0
Knowledge sharing	83.4
Knowledge Management	**89.0**
Performance Scale	77.4
Quality Performance	79.5
Work Speed	81.4
Organizational Performance	**90.6**
Your Corporation	83.6
Your JOB	78.9
Career and Development	84.2

Your Manager	91.7
My Work Group	82.6
Employee Benefit	81.2
Employee Satisfaction	**94.1**
Questionnaire as a Hole	**96.0**

3.6 Statistical Processing

The data collected from the responses of the study questionnaire were used through Statistical Package for Social Sciences (SPSS). Finally, the researcher used the suitable statistical methods that consist of:

- Percentage and Frequency.
- One-Sample Kolmogorov-Smirnov Test to show the Normal Distribution.
- Cronbach Alpha reliability (α) to measure strength of the correlation and coherence between questionnaire items.
- Arithmetic Mean to identify the level of response of study sample individuals to the study variables.
- Standard Deviation to Measure the responses spacing degree about Arithmetic Mean.
- Stepwise Multiple Regression analysis to Measure the impact of study variables on testing the direct effects.
- One Way ANOVA Test Independent Sample T-test to answer the hypotheses of the study.

- Relative importance, assigned due to:

Class Interval = <u>Maximum class – Minimum Class</u>

Number of Levels

Class Interval = <u>5-1</u>   =   <u>4</u>   = 1.33

              3   3

- The Low degree from 1 – 2.33
- The Medium degree from 2.34 – 3.67
- The High degree from 3.68 and above

Figure 3.1 shows the Likart Scale which Used in the study:

Figure 3.1: The Likart Scale

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Chapter Four

Data analysis and Results

Chapter Outline

4.1 Introduction

4.2 Statistical Analysis

4.3 Hypothesis Testing

4.4 Discussion Results

4.1 Introduction

According to the purpose of the research and the research framework presented in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the Means and Standard Deviations for the questions of the study; and Stepwise Multiple Regression analysis, Independent Sample t-test, and One Way ANOVA to test the hypothesis.

4.2 Statistical Analysis

The study axes will be analyzed by answering the research questions.

1. What is the present knowledge management process in The Social Security Corporation?

Table 4.1: The Statistical Analysis of Knowledge Creation based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
3	The corporation uses a variety of methods to transform information into knowledge and distributed to employees.	3.64	0.95	1	Medium
4	The corporation provides information for the employees to help them to solve the problems that they face at work.	3.57	0.97	2	Medium
2	The corporation classifies data and information in scientific ways to take advantage of access to knowledge.	3.54	0.96	3	Medium
1	The corporation provides information sources (library and internet) to help their employees to acquire the knowledge.	3.33	1.23	4	Medium
Total		3.52	1.03		**Medium**

It's clear from table 4.1 that the mean of this axis (knowledge creation), ranged between (3.64 – 3.33), where the whole axis earned a total mean of (3.52), which is a level of Medium. Item(3) (The corporation uses a variety of methods to transform information into knowledge and distributed to employees.) earned the highest mean reaching (3.64), with standard deviation (0.95), which is a level of Medium, and Item(1) (The corporation provides information sources (library and internet) to help their employees to acquire the knowledge) came in last place. It earned a mean of (3.33), and a standard deviation (1.23), which is a level of Medium.

This explains that knowledge creation in the medium level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.2: The Statistical Analysis of Store Knowledge based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
5	The corporation has a special website on the internet from which provide customers with the latest developments and information.	4.15	0.78	1	High
6	The corporation provides an internal communications network (intranet) to facilitate the transfer of ideas and knowledge between all departments.	4.06	0.89	2	High
7	The corporation has a clear vision of knowledge management strategies and their implementation.	3.72	0.79	3	High
Total		3.98	0.82		High

It's clear from table 4.2: that the mean of this axis (Store Knowledge), ranged between (4.15 – 3.72), where the whole axis earned a total mean of (3.98), which is a level of High. Item(4) (The corporation has a special website on the internet from which provide customers with the latest developments and information) earned the highest mean reaching (4.15), with standard deviation (0.78), which is a level of High, and Item(7) (The corporation has a clear vision of knowledge management strategies and their implementation) came in last place. It earned a mean of (3.72), and a standard deviation (0.79), which is a level of High.

This explains that store knowledge in the high level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table (4.3): The Statistical Analysis of Knowledge Sharing based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
8	The corporation based on knowledge management approach in strategic decisions.	3.64	0.89	1	Medium
9	The corporation encourages dialogues ,conversations and discussion sessions between the employees at work	3.56	0.94	2	Medium
10	The corporation invests in new ways of using the knowledge.	3.55	1.01	3	Medium
Total		3.58	0.95		Medium

Table (4.3) shows the mean of this axis (knowledge sharing), ranged between (3.64 – 3.55), where the whole axis earned a total mean of (3.58), which is a level of Medium. Item(8) (The corporation based on knowledge management approach in strategic decisions) earned the highest mean reaching (3.64), with standard deviation (0.89), which is a level of Medium, and

Item (10) (The corporation invests in new ways of using the knowledge) came in last place. It earned a mean of (3.55), and a standard deviation (1.01), which is a level of Medium.

This explains that knowledge sharing in the medium level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.4:The Statistical Analysis of Knowledge Management based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Axis	Mean	Standard Deviation	Item Importance	Importance Level
2	Store Knowledge	3.98	0.82	1	High
3	Knowledge Sharing	3.58	0.95	2	Medium
1	Knowledge Creation	3.52	1.03	3	Medium
Total		3.69	0.93		High

Table 4.4 shows the mean of this axis (knowledge management), ranged between (3.98 – 3.52), where the whole axis earned a total mean of (3.69), which is a level of High. Axis (2) (store knowledge) earned the highest mean reaching (3.98), with standard deviation (0.82), which is a level of High, and Axis (3) (knowledge sharing) came in second place, It earned a mean of (3.58), and a standard deviation (0.95), which is a level of Medium, and the last place came axis (knowledge creation) It earned a mean of (3.52), and a standard deviation (1.03), which is a level of Medium.

This explains that knowledge management in the high level in Jordanian Social Security Corporation, from the perspective of members of the study.

2-What is the present organizational performance process in The Social Security Corporation?

Table 4.5: The Statistical Analysis of Performance Scale based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
13	The corporation interacts with customers and partners	4.06	0.69	1	High
14	The corporation review, develop and update policies and strategies are constantly	3.86	0.75	2	High
11	The corporation develops the mission, vision ,values and ethics and are role models of a culture of excellence.	3.76	0.80	3	High
12	The corporation involves in ensuring the corporation 's management plans is developed, implemented and continuously improved.	3.61	0.95	4	Medium
Total		3.82	0.80		High

It's clear from table 4.5 that the mean of this axis (performance scale), ranged between (4.06 – 3.61), where the whole axis earned a total mean of (3.82), which is a level of High. Item (13) (The corporation interacts with customers and partners) earned the highest mean reaching (4.06), with standard deviation (0.69), which is a level of High, and item (12) (The corporation involves in ensuring the corporation's management plans is developed, implemented and continuously improved) came in last place. It earned a mean of (3.61), and a standard deviation (0.95), which is a level of Medium.

This explains that performance scale in the high level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.6:The Statistical Analysis of Quality Performance based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
17	The corporation relies on information technology, which allows all members of the corporation continue with them and communicate with all stakeholders outside the corporation	3.63	1.03	1	Medium
15	The corporation applies policies and strategies trough communication with their employees.	3.58	0.87	2	Medium
16	The corporation relies on innovation to improve work processes to increase client satisfaction	3.56	0.96	3	Medium
Total		3.59	0.95		Medium

Table 4.6 shown that the mean of this axis (Quality Performance), ranged between (3.63 – 3.56), where the whole axis earned a total mean of (3.59), which is a level of Medium. Item (17) (The corporation relies on information technology, which allows all members of the corporation continue with them and communicate with all stakeholders outside the corporation) earned the highest mean reaching (3.63), with standard deviation (1.03), which is a level of Medium, and Item (16) (The corporation relies on innovation to improve work processes to increase client satisfaction) came in last place. It earned a mean of (3.56), and a standard deviation (0.96), which is a level of Medium.

This explains that quality performance in the medium level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.7:The Statistical Analysis of Work speed based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
18	The corporation relies on information technology to save corporation knowledge and the previous employee experience and make it available to all employees	3.86	0.92	1	High
19	The corporation encourages the development of information systems suits with the requirements of workers	3.85	0.86	2	High
20	The corporation uses technology to support collaboration between corporation departments	3.84	0.84	3	High
Total		3.85	0.87		High

It's clear from table 4.7 that the mean of this axis (Work Speed), ranged between (3.86 – 3.84), where the whole axis earned a total mean of (3.85), which is a level of High. Item (18) (The corporation relies on information technology to save corporation knowledge and the previous employee experience and make it available to all employees) earned the highest mean reaching (3.86), with standard deviation (0.92), which is a level of High, and item (20) (The corporation uses technology to support collaboration between corporation departments) came in last place. It earned a mean of (3.84), and a standard deviation (0.84), which is a level of High.

This explains that Work Speed in the High level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.8: The Statistical Analysis of Organizational Performance based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Axis	Mean	Standard Deviation	Item Importance	Importance Level
3	Work speed	3.84	0.84	1	High
1	Performance Scale	3.82	0.80	2	High
2	Quality Performance	3.59	0.95	3	Medium
Total		3.75	0.86		High

It's clear from table 4.8 that the mean of this axis (Knowledge Management), ranged between (3.84 – 3.59), where the whole axis earned a total mean of (3.75), which is a level of High. Axis (3) (Work Speed) earned the highest mean reaching (3.84), with standard deviation (0.84), which is a level of High, and axis (1) (Performance Scale) came in second place, It earned a mean of (3.82), and a standard deviation (0.80), which is a level of High, and the last place came Axis (Quality Performance) It earned a mean of (3.59), and a standard deviation (0.95), which is a level of Medium.

This explains that Organizational Performance in the High level in Jordanian Social Security Corporation, from the perspective of members of the study.

3-What is the present employees' satisfaction process in The Social Security Corporation?

Table 4.9: The Statistical Analysis of Your Corporation based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
21	My corporation is one of the best corporations to work for	4.05	0.88	1	High
23	I am proud to tell people I work for this company	4.03	0.93	2	High

22	My corporation treats me well	3.68	0.94	3	High
24	I am satisfied working for my corporation at the present time	3.68	1.02	4	High
Total		3.86	0.94		**High**

It's clear from Table 4.9 that the mean of this axis (Your Corporation), ranged between (4.05 – 3.68), where the whole axis earned a total mean of (3.86), which is a level of High. Item (21) (My corporation is one of the best corporations to work for) earned the highest mean reaching (4.05), with standard deviation (0.88), which is a level of High, and item (24) (I am satisfied working for my corporation at the present time) came in last place. It earned a mean of (3.68), and a standard deviation (1.02), which is a level of High.

This explains that Yours' Corporation in the High level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.10: The Statistical Analysis of Your JOB based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
29	I understand what is expected of me in my work.	4.03	0.86	1	High
26	My job are challenging and interesting	3.91	0.92	2	High
27	I have the material/equipment and tools I need to do my job well	3.72	0.88	3	High
25	I am getting enough relevant training for my present job	3.68	1.04	4	High
28	I am satisfied with my working conditions.	3.54	1.12	5	Medium
Total		3.78	0.96		**High**

It's clear from Table 4.10: that the mean of this axis (Your JOB), ranged between (4.03 – 3.54), where the whole axis earned a total mean of (3.78), which is a level of High. Item (29) (I understand what is expected of me in my work) earned the highest mean reaching (4.03), with standard deviation (0.86), which is a level of High, and item (28) (I am satisfied with my working conditions) came in last place. It earned a mean of (3.54), and a standard deviation (1.12), which is a level of Medium.

This explains that Yours' JOB in the High level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.11: The Statistical Analysis of Career and Development based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
32	I am satisfied with the salary earned from my current job.	3.49	1.08	1	Medium
30	I am satisfied with the job opportunities in the corporation	3.46	1.08	2	Medium
31	Promotion goes to those who most deserve it	3.41	1.09	3	Medium
33	I am satisfied with the opportunities for training	3.41	1.15	4	Medium
Total		3.44	1.10		**Medium**

It's clear from table 4.11 that the mean of this axis (Career and Development), ranged between (3.49 – 3.41), where the whole axis earned a total mean of (3.44), which is a level of Medium. Item (32) (I am satisfied with the salary earned from my current job) earned the highest mean reaching (3.49), with standard deviation (1.08), which is a level of Medium, and item (33) (I am satisfied with the opportunities for training) came in last Place. It earned a mean of (3.41), and a standard deviation (1.15), which is a level of Medium.

This explains that Career and Development in the Medium level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.12: The Statistical Analysis of Your Manager based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
36	My manager gives me clear instructions.	3.56	1.05	1	Medium
35	My manager establishes plans and work objectives with me.	3.46	1.06	2	Medium
34	My manager helps me to improve myself.	3.36	1.04	3	Medium
38	My manager holds regular meetings with my work groups to improve performance	3.11	1.18	4	Medium
37	My manager praises me when I do a good job.	3.09	1.21	5	Medium
Total		3.32	1.11		Medium

It's clear from table 4.12: that the mean of this axis (Your Manager), ranged between (3.56 – 3.09), where the whole axis earned a total mean of (3.32), which is a level of Medium. Item (36) (My manager gives me clear instructions) earned the highest mean reaching (3.56), with standard deviation (1.05), which is a level of Medium, and item (37) (My manager praises me when I do a good job) came in last place. It earned a mean of (3.09), and a standard deviation (1.21), which is a level of Medium.

This explains that Your Manager in the Medium level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.13: The Statistical Analysis of My Work Group based on Mean, Std. Deviation and
Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
41	My work group works well together.	3.73	0.94	1	High
40	I am satisfied with how members of my work group solve problems.	3.46	1.00	2	Medium
39	Work is fairly distributed in my work group.	3.19	1.23	3	Medium
Total		3.46	1.06		Medium

It's clear from table 4.13 that the mean of this axis (My Work Group), ranged between (3.73 – 3.19), where the whole axis earned a total mean of (3.46), which is a level of Medium. Item (41) (My work group works well together) earned the highest mean reaching (3.73), with standard deviation (0.94), which is a level of High, and item (39) (Work is fairly distributed in my work group) came in last place. It earned a mean of (3.19), and a standard deviation (1.23), which is a level of Medium.

This explains that My Work Group in the Medium level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.14: The Statistical Analysis of Employee Benefit based on Mean, Std. Deviation and
Degree of Agreement in Descending Order

Item No	Statements	Mean	Standard Deviation	Item Importance	Importance Level
42	I am satisfied with the corporation's employee welfare programs such as rewards, incentives, food coupons, insurance and health care, etc.	3.11	1.20	1	Medium
44	I am satisfied with the corporation's people programs, such as birthday announcements, valuable employee of the month, bulletins and newsletter, etc.	3.02	1.16	2	Medium
43	I am satisfied with the recreational activities provided by the corporation, e.g. picnics and annual dinner.	2.96	1.29	3	Medium
Total		3.03	1.21		Medium

It's clear from table 4.14 that the mean of this axis (Employee Benefit), ranged between (3.11 – 2.96), where the whole axis earned a total mean of (3.03), which is a level of Medium. Item (42) (I am satisfied with the corporation's employee welfare programs such as rewards, incentives, food coupons, insurance and health care, etc) earned the highest mean reaching (3.11), with standard deviation (1.20), which is a level of Medium, and item (43) (I am satisfied with the recreational activities provided by the corporation, e.g. picnics and annual dinner) came in last place. It earned a mean of (2.96), and a standard deviation (1.29), which is a level of Medium.

This explains that Employee Benefit in the Medium level in Jordanian Social Security Corporation, from the perspective of members of the study.

Table 4.15: The Statistical Analysis of Employee Satisfaction based on Mean, Std. Deviation and Degree of Agreement in Descending Order

Item No	Axis	Mean	Standard Deviation	Item Importance	Importance Level
1-	Your Corporation	3.86	0.94	1	High
2-	Your JOB	3.78	0.96	2	High
5-	My Work Group	3.46	1.06	3	Medium
3-	Career and Development	3.44	1.10	4	Medium
4-	Your Manager	3.32	1.11	5	Medium
6-	Employee Benefit	3.03	1.21	6	Medium
Total		3.48	1.06		Medium

It's clear from table 4.15 that the mean of this axis (Employee Satisfaction), ranged between (3.86 – 3.03), where the whole axis earned a total mean of (3.48), which is a level of Medium. Axis (1) (Your Corporation) earned the highest mean reaching (3.8), with standard deviation (0.94), which is a level of High, and Axis (2) (Your JOB) came in Second Place, It earned a mean of (3.78), and a standard deviation (0.96), which is a level of High, and the last place came Axis (Employee Benefit) It earned a mean of (3.03), and a standard deviation (1.21), which is a level of Medium.

This explains that Employees' Satisfaction in the Medium level in Jordanian Social Security Corporation, from the perspective of members of the study. The fourth and fifth question will be answered by testing the hypothesis.

4.3 Hypothesis Testing

- Null hypothesis: There is no significant impact between two variables of the study variables.
- Alternative hypothesis: There is a significant impact between two variables of the study variables.

1- **There is a significant impact (α≥0.05) of knowledge management with Axis (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on Organizational Performance.**

To test this hypothesis the researcher uses the Stepwise multiple regression analysis to ensure the impact of Knowledge Management on Organizational Performance in Jordanian Social Security Corporation as shown in table 4.16.

Table 4.16: Multiple Regression Test to identify the impact of the Knowledge Management (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on Organizational Performance

Knowledge Management	B	Standard Error	Beta	T Calculated	Significant
Knowledge Creation	0.228	0.044	0.300	5.189	0.000
Store Knowledge	0.206	0.058	0.199	3.574	0.000
Knowledge Sharing	0.371	0.046	0.476	8.015	0.000

*significant at level(0.05)

It is clear from table 4.16 that the variables (Knowledge Creation, Store Knowledge, and Knowledge Sharing) have an impact on organizational performance, reaching values (t) calculated (5.189, 3.574, 8.015), respectively, which values significant at the level of significance (α ≤0.05).

Table 4.17: Stepwise Multiple Regression test to identify the effect of the Knowledge Management on Organizational Performance

Order of entry of independent elements in the equation to predict	R^2	(F) Value	T Calculated	*Significant*
Knowledge Sharing	0.642	238.816	8.015	**0.000**
Knowledge Creation	0.717	198.883	5.189	**0.000**
Store Knowledge	**0.738**	**146.787**	**3.574**	**0.000**

*significant at level (0.05)

When the study made a Stepwise Multiple Regression to determine the importance of each independent variable separately in contributing to the mathematical model that represents the impact of knowledge management (Knowledge sharing, Knowledge Creation, Store Knowledge) on organizational performance, table (4.17) shows that the order of entry independent variables in the regression equation, the variable knowledge sharing has occupied the first place and effect in dependent variable amount (64.2%), while the knowledge creation with knowledge sharing effect in dependent variable amount (71.7%), and store knowledge with previous variables effect in dependent variable amount (73.8%). It's clear reject the Null Hypothesis and accept the alternative hypothesis.

2- **There is a significant impact (α≥0.05) of knowledge management with Axis (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on employees' satisfaction.**

To test this hypothesis the researcher uses the Stepwise multiple regression analysis to ensure the impact of Knowledge Management on employees' Satisfaction in Jordanian Social Security Corporation as shown in table 4.18.

Table 4.18: Multiple Regression Test to identify the impact of the Knowledge Management (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on employee Satisfaction

Knowledge Management	B	Standard Error	Beta	T Calculated	Significant
Knowledge Creation	0.187	0.074	0.227	2.535	0.012
Store Knowledge	0.287	0.096	0.258	2.981	0.003
Knowledge Sharing	0.182	0.078	0.216	2.364	0.020

*significant at level(0.05)

It is clear from table 4.18 that the variables (Knowledge Creation, Store Knowledge, and Knowledge Sharing) have an impact on employees' satisfaction, reaching values (t) calculated (2.535, 2.981, 2.346), respectively, which values significant at the level of significance (α ≤0.05).

Table 4.19: Stepwise Multiple Regression test to identify the effect of the Knowledge Management on employee Satisfaction

Order of entry of independent elements in the equation to predict	R^2	(F) Value	T Calculated	Significant
Store Knowledge	0.282	62.195	2.981	**0.000**
Knowledge Creation	0.349	42.065	2.535	**0.000**
Knowledge Sharing	**0.371**	**30.682**	**2.346**	0.000

*significant at level(0.05)

When the study made a Stepwise Multiple Regression to determine the importance of each independent variable separately in contributing to the mathematical model that represents the impact of knowledge management (Knowledge sharing, Knowledge Creation, Store Knowledge) on employees' Satisfaction, table 4.19 shows that the order of entry independent variables in the regression equation, the variable store knowledge has occupied the first place and effect in dependent variable amount (28.2%), while the knowledge creation with Store knowledge effect in dependent variable amount (34.9%), and knowledge sharing with previous variables effect in dependent variable amount (37.1). It's clear reject the Null hypothesis and accept the alternative hypothesis**.**

3-There are a significant differences (α≥0.05) of the effect of knowledge management attributed to the Demographic variables (gender, age, educational qualification, experiences)

    1- Gender

To test the hypothesis, used Independent Sample t-test to identify the effect of Knowledge Management due to the Gender and table 4.20 show that:

Table 4.20: Independent Sample t-test to identify the effect of

Knowledge Management due to Gender

		Mean	Standard Deviation	N	D.F	T Value	Significant
Gender	**Male**	3.64	0.644	104	**158**	**-0.926**	**0.356**
	Female	3.74	0.726	56			

*significant at level (0.05)

Table 4.20 show that there is no statistically significant differences in knowledge management due to (Gender) as the (T) value was (-0.926) with statistical significant (0.356) and its more than (0.05) ,Its clear accept the Null hypothesis and reject the alternative hypothesis, because the mean of male was (3.64) with standard deviation (0.644), and the mean for female was (3.74) with standard deviation (0.726).

This indicates an agreement in views between males and females for knowledge management in the Jordanian Social Security Corporation

2-Age:

To test the hypothesis, used One Way ANOVA test to identify the effect of knowledge management due to Age and table 4.21 show that:

Table 4.21:One Way ANOVA to Identify the Effect of Knowledge Management due to Age

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	2.707	3	0.902	2.028	0.112
Within Groups	69.407	156	0.445		
Total	72.115	159			

*significant at level (0.05)

Table 4.21 show that there is no statistically significant differences in the effect of knowledge management due to (Age) as the (F) value was (2.028) with statistical significant (0.112) and its more than (0.05) ,Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Ages categories for the effect of knowledge management in the Jordanian Social Security Corporation.

3-Educational Qualifications:

To test the hypothesis, used One Way ANOVA test to identify the effect of knowledge management due to Educational Qualifications and table 4.22 show that:

Table 4.22:One Way ANOVA to Identify the Effect of Knowledge Management due to Educational Qualifications

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	3.699	4	0.925	2.095	0.084
Within Groups	68.416	155	0.441		
Total	72.115	159			

*significant at level(0.05)

Table 4.22 show that there is no statistically significant differences in the effect of knowledge management due to (Educational Qualifications) as the (F) value was (2.095) with statistical significant (0.084) and its more than (0.05) ,Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Educational Qualifications categories for the effect of knowledge management in the Jordanian Social Security Corporation.

4-Experiences:

To test the hypothesis, used One Way ANOVA test to identify the effect of knowledge management due to Experiences and table 4.23 show that:

Table 4.23:One Way ANOVA to Identify the Effect of Knowledge

Management due to Experiences

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	0.601	4	0.150	0.326	0.860
Within Groups	71.514	155	0.461		
Total	72.115	159			

*significant at level(0.05)

Table 4.23show that there is no statistically significant differences in the effect of knowledge management due to (Experiences) as the (F) value was (0.326) with statistical significant (0.860) and its more than (0.05),Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Experiences categories for the effect of knowledge Management in the Jordanian Social Security Corporation.

4.There are a significant differences (α≥0.05) of the effect of organizational performance attributed to the demographic variables (gender, age, educational qualification, experiences

1- Gender

To test the hypothesis, used Independent Sample t-test to identify the Effect of organizational performance due to the Gender and table 4.24 show that:

Table 4.24: Independent Sample t-test to identify the effect of organizational

performance due to Gender

		Mean	Standard Deviation	N	D.F	T Value	Significant
Gender	**Male**	3.71	0.579	104	**158**	**-1.375**	**0.171**
	Female	3.85	0.739	56			

*significant at level(0.05)

Table 4.24 show that there is no statistically significant differences in organizational performance due to (Gender) as the (T) value was (-1.375) with statistical significant (0.171) and its more than (0.05),Its clear accept the Null hypothesis and reject the alternative hypothesis, because the mean of Male was (3.71) with standard deviation (0.579), and the mean for Female was (3.85) with standard deviation (0.739).

This indicates an agreement in views between males and females for organizational performance in the Jordanian Social Security Corporation

2-Age:

To test the hypothesis, used One Way ANOVA test to identify the effect of organizational performance due to Age and table 4.25 show that:

Table 4.25:One Way ANOVA to Identify the effect of organizational performance due to Age

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	2.368	3	0.789	1.955	0.123
Within Groups	63.013	156	0.404		
Total	65.382	159			

*significant at level(0.05)

Table 4.25 show that there is no statistically significant differences in the effect of organizational performance due to (Age) as the (F) value was (1.955) with statistical

significant (0.123) and its more than (0.05),Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Ages categories for the effect of organizational performance in the Jordanian Social Security Corporation.

3-Educational Qualifications:

To test the hypothesis, used One Way ANOVA test to identify the effect of organizational performance due to Educational Qualifications and table 4.26 show that:

Table 4.26: One Way ANOVA to Identify the Effect of organizational performance

due to Educational Qualifications

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	2.808	4	0.702	1.739	0.144
Within Groups	62.574	155	0.404		
Total	65.382	159			

*significant at level (0.05)

Table 4.26 show that there is no statistically significant differences in the effect of organizational performance due to (Educational Qualifications) as the (F) value was (1.739) with statistical significant (0.144) and its more than (0.05), Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Educational Qualifications categories for the effect of organizational performance in the Jordanian Social Security Corporation.

4-Experiences:

To test the hypothesis, used One Way ANOVA test to identify the effect of organizational performance due to Experiences and table 4.27 show that:

Table 4.27: One Way ANOVA to Identify the Effect of organizational

Performance due to Experiences

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	0.487	4	0.122	0.291	0.884
Within Groups	64.895	155	0.419		
Total	65.382	159			

*significant at level (0.05)

Table 4.27 show that there is no statistically significant differences in the effect of organizational performance due to (Experiences) as the (F) value was (0.291) with statistical significant (0.884) and its more than (0.05),Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Experiences categories for the effect of organizational performance in the Jordanian Social Security Corporation.

5.There are a significant differences (α≥0.05) of the effect of employees' satisfaction attributed to the demographic variables (gender, age, educational qualification, experiences).

1- Gender

To test the hypothesis, used Independent Sample t-test to identify the effect of employees' satisfaction due to the Gender and table 4.28 show that:

Table 4.28: Independent Sample t-test to identify the effect of employee satisfaction

due to Gender

		Mean	Standard Deviation	N	D.F	T Value	Significant
Gender	**Male**	3.51	0.641	104	**158**	**0.289**	**0.773**
	Female	3.84	0.785	56			

*significant at level (0.05)

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Table 4.28 show that there is no statistically significant differences in employees' satisfaction due to (Gender) as the (T) value was 0.289) with statistical significant (0.773) and its more than (0.05), Its clear accept the Null hypothesis and reject the alternative hypothesis, because the mean of Male was (3.51) with standard deviation (0.641), and the mean for Female was (3.84) with standard deviation (0.785).

This indicates an agreement in views between males and females for employees' satisfaction in the Jordanian Social Security Corporation.

2-Age:

To test the hypothesis, used One Way ANOVA test to identify the effect of employees' satisfaction due to Age and table 4.29 show that:

Table 4.29: One Way ANOVA to Identify the Effect of employee satisfaction due to Age

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	2.289	3	0.763	1.608	0.190
Within Groups	74.030	156	0.475		
Total	76.319	159			

*significant at level(0.05)

Table 4.29 show that there is no statistically significant differences in the effect of employees' satisfaction due to (Age) as the (F) value was (1.608) with statistical significant (0.190) and its more than (0.05), Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Ages categories for the effect of employees' satisfaction in the Jordanian Social Security Corporation.

3-Educational Qualifications:

To test the hypothesis, used One Way ANOVA test to identify the effect of employees' satisfaction due to Educational Qualifications and table 4.30 show that:

Table 4.30: One Way ANOVA to Identify the Effect of employee satisfaction

due to Educational Qualifications

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	3.605	4	0.901	1.921	0.110
Within Groups	72.713	155	0.469		
Total	76.319	159			

*significant at level (0.05)

Table 4.30 Show that there is no statistically significant differences in the effect of employees' satisfaction due to (Educational Qualifications) as the (F) value was (1.921) with statistical significant (0.110) and its more than (0.05), Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Educational Qualifications categories for the effect of employees' satisfaction in the Jordanian Social Security Corporation.

4-Experiences:

To test the hypothesis, used One Way ANOVA test to identify the effect of employees' satisfaction due to Experiences and table 4.31 show that:

Table 4.31: One Way ANOVA to Identify the Effect of employee satisfaction due to Experiences

	Sum of Squares	DF	Mean Squares	F	Significant
Between Groups	1.506	4	0.376	0.780	0.540
Within Groups	74.813	155	0.483		
Total	76.319	159			

*significant at level (0.05)

Table 4.31 show that there is no statistically significant differences in the effect of employees' satisfaction due to (Experiences) as the (F) value was (0.780) with statistical significant (0.540) and its more than (0.05),Its clear accept the Null hypothesis and reject the alternative hypothesis.

This indicates an agreement in views between Experiences categories for the effect of employees' satisfaction in the Jordanian Social Security Corporation.

4.4 Discussion of Results

According to the results of the statistical analysis, the study concludes to the following results according to the research questions answers and research hypotheses results.

- **Research questions:**

1- **What is the present knowledge management process in The Social Security Corporation?**

- About knowledge creation came responses to the study sample for this axis medium level where noted researcher that the responses of the study sample focused on the corporation uses a variety of methods to transform information into knowledge and distributed to employees and the corporation provides information for the employees to help them to solve the problems that they face at work in Jordanian Security Corporation.

- And store knowledge came a high-level, where the researcher noted that there is interest by the corporation has a special website on the internet from which provide customers with the latest developments and information. And the corporation provides an internal communications network (intranet) to facilitate the transfer of ideas and knowledge between all departments in Jordanian Social Security Corporation.

- Knowledge sharing axis came in a Medium level, where the researcher noted that there is interest by the corporation based on knowledge management approach in strategic decisions and the corporation encourages dialogues ,conversations and discussion sessions between the employees at work in Jordanian Social Security Corporation.

- One of the results of the study show that the axis of knowledge management obtained a generally high level, where store knowledge came in the first place, and knowledge sharing in second place, and knowledge creation in third place. This result agreed with (Isan et al. , 2008).

2- **What is the present organizational performance process in The Social Security Corporation?**

- About performance scale came responses to the study sample for this axis High level where noted researcher that the responses of the study sample focused on the corporation interacts with customers and partners and the corporation review, develop and update policies and strategies are constantly.

- And about quality performance came responses to the study sample for this axis Medium level where noted researcher that the responses of the study sample focused on the corporation relies on information technology, which allows all members of the corporation continue with them and communicate with all stakeholders outside the corporation**,** and the corporation applies policies and strategies trough communication with their employees**.**

- And for work speed came responses to the study sample for this axis High level where noted researcher that the responses of the study sample focused on the corporation relies on information technology to save corporation knowledge and the previous employee experience and make it available to all employees and the corporation encourages the development of information systems suits with the requirements of workers.

- One of the results of the study show that the axis of organizational performance obtained a generally high level, where work speed came in the first place, performance scale came in second place, and quality performance came in third place. This result agreed with (Isan et al. , 2008).

3- **What is the present employees' satisfaction process in The Social Security Corporation?**

- About your corporation came responses to the study sample for this axis High level where noted researcher that the responses of the study sample focused on my corporation is one of the best corporations to work for.

- And for your job came with High level also. The Sample of the study focused on I understand what is expected of me in my work.

- And about career and development came with Medium level by I am satisfied with the salary earned from my current job.

- About your manager axis it was in Medium level and the important responses was my manager gives me clear instructions.

- My work group came with Medium level and this axis focused about my work group works well together.

- And the last axix is employee benefit was in Medium level, and the most imporant was in I am satisfied with the corporation's employee welfare programs such as rewards, incentives, food coupons, insurance and health care, etc.

- One of the results of the study show that the axis of employees' Satisfaction obtained a generally Medium level, where your corporation came in the first place, your job came in second place, and employee benefit came in third place. This result agreed with (Isan et al. , 2008).

The fourth and fifth question will be discussed by researching the hypothesis.

- **Research hypotheses:**

1. **There is a significant impact (α≥0.05) of knowledge management with Axis (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on Organizational Performance.**

The result approved that there significant impact (α≥0.05) of knowledge management with axis (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on organizational performance, and the variable knowledge sharing has occupied the first place and effect in dependent variable amount (64.2%), while the knowledge creation with knowledge sharing effect in dependent variable amount (71.7%), and store knowledge with previous variables effect in dependent variable amount (73.8%).This result agreed with (Zack et al.,2009), (Isan et al. , 2008), and (Al Maani, 2009).

2. There is a significant effect (α≥0.05) of knowledge management with Axis (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on employees' satisfaction.

The result approved that there significant impact (α≥0.05) of knowledge management with axis (Knowledge Creation, Store Knowledge, and Knowledge Sharing) on employees' satisfaction, and store knowledge has occupied the first place and effect in dependent variable amount (28.2%), while the knowledge creation with store knowledge effect in dependent variable amount (34.9%), and knowledge sharing with previous variables effect in dependent variable amount (37.1%). This result agreed with (Turkyilmaz et al., 2011) and (Koseoglu et al.).

3. There are a significant differences (α≥0.05) of the effect of knowledge management attributed to the Demographic variables (gender, age, educational qualification, experiences)

The result reject there are a significant differences (α≥0.05) of the effect of knowledge management attributed to the demographic variables (gender, age, educational qualification, experiences).

The result indicates an agreement in views between males and females for knowledge management in the Jordanian Social Security Corporation. The result indicates an agreement in views between age categories for the effect of knowledge management in the Jordanian Social Security Corporation. Also the result indicates an agreement in views between educational qualifications categories for the effect of knowledge management in the Jordanian Social Security Corporation. And the result indicates an agreement in views between experiences categories for the effect of knowledge management in the Jordanian Social Security Corporation. This result agreed with (Rasooli et al.,2006).

4. **There are a significant differences (α≥0.05) of the effect of organizational performance attributed to the variables (gender, age, educational qualification, experiences**

The result reject there are a significant differences (α≥0.05) of the effect of organizational performance attributed to the demographic variables (gender, age, educational qualification, experiences).

The result indicates an agreement in views between males and females for organizational performance in the Jordanian Social Security Corporation, and agreement in views between age's categories for the effect of organizational performance in the Jordanian Social Security Corporation.

And the result indicates an agreement in views between educational qualifications categories for the effect of organizational performance in the Jordanian Social Security Corporation. Also the result indicates an agreement in views between experiences categories for the effect of organizational performance in the Jordanian Social Security Corporation. This result agreed with (Bader, 2011).

5. **There are a significant differences (α≥0.05) of the effect of employees' satisfaction attributed to the variables (gender, age, educational qualification, experiences)**

The result reject there are a significant differences (α≥0.05) of the effect of employees' satisfaction attributed to the demographic variables (gender, age, educational qualification, experiences).

And the result indicates an agreement in views between males and females for employees' satisfaction in the Jordanian Social Security Corporation, and the result indicates an agreement in views between age categories for the effect of employees' satisfaction in the Jordanian Social Security Corporation. Also the result indicates an agreement in views between educational qualifications categories for the effect of employees' satisfaction in the Jordanian Social Security Corporation. Finally the study result indicates an agreement in views between experiences categories for the effect of employees' satisfaction in the Jordanian Social Security Corporation. This result agreed with Turkyilmaz et al., 2011).

Chapter five

Conclusions and Recommendations

Chapter Outline

5.1 Conclusion

5.2 Recommendation

5.1 Conclusion

The previous chapter presented an analysis of the results of the study, interpretation and discussion using the statistical analysis of the study sample responses to the questionnaire statements as appeared in the statistical tables in order to answer the study questions. In this chapter summarizes the major findings of the study and researcher recommendations due to the findings.

1. The corporation provides an internal communications network (intranet) to facilitate the transfer of ideas and knowledge between all departments.
2. The corporation provides information for the employees to help them to solve the problems that they face at work.
3. The corporation uses a variety of methods to transform information into knowledge and distributed to employees.
4. The corporation based on knowledge management approach in strategic decisions.
5. The corporation encourages dialogues , conversations and discussion sessions between the employees at work.
6. The corporation applies policies and strategies through communication with their employees.
7. The corporation encourages the development of information systems suits with the requirements of workers.
8. The employees in the corporation realized the importance of knowledge, and it shows through the observation of positive results for their performance at work.
9. The axis of Knowledge Management had obtained a generally high level, where Store Knowledge came in the first place, and Knowledge Sharing in second place, and Knowledge Creation in third place.
10. The axis of Organizational Performance had obtained a generally high level, where Work Speed came in the first place, Performance Scale came in second place, and Quality Performance came in third place.

11. The axis of employees' Satisfaction obtained a generally Medium level, where Your Corporation came in the first place, Your JOB came in second place, and Employee Benefit came in third place.

12. There is a significant impact ($α≥0.05$) of knowledge management on organizational performance.

13. There is a significant impact ($α≥0.05$) of knowledge management on employees' satisfaction.

14. There are no significant differences ($α≥0.05$) of the effect of knowledge management attributed to the demographic variables (gender, age, educational qualification, experiences).

15. There are no significant differences ($α≥0.05$) of the effect on organizational performance attributed to the demographic variables (gender, age, educational qualification, experiences).

16. There are no significant differences ($α≥0.05$) of the effect on employees' satisfaction attributed to the demographic variables (gender, age, educational qualification, experiences).

5.2 Recommendation

According to the results of the study the researcher reached to the following recommendations:

1. Many things should be done to improve the organizational performance concept of the Social Security Corporation such as developing performance management systems including competency modeling, coaching and succession planning.

2. To enhance the employees' satisfaction concept, the Social Security Corporation should give more benefits to the employees such as tangible and intangible incentives.

3. Giving more roles to employees' ability to improve the knowledge management concept during training, courses and controlling the updating researches of the knowledge managements.

4. Work to raise the knowledge creation through the corporation provides information resources (library, internet websites and conferences) to help their employees to acquire the knowledge.

5. Work to raise knowledge sharing through the corporation invest in new ways of using the knowledge.

6. Training sessions on knowledge management and its impact on improving organizational performance.

7. Participate in local and international conferences to get to know the evolution of knowledge management.

8. Condensation of studies related to the subject of a thesis.

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APPENDICES

Appendix 1: List of arbitrators

Name	University
Professor Jaber Bdour	Princess Sumaya University for Technology
Professor Mahmoud Alqudah	Princess Sumaya University for Technology
Professor Arafat Awajan	Princess Sumaya University for Technology
Professor Burhan Shraideh	Princess Sumaya University for Technology
Professor Abdul Ghafoor Ahmad	Princess Sumaya University for Technology
Professor Rifat Shannak	University of Jordan
Professor Anmar kailani	University of Jordan

Appendix 2 : Research Questionnaire

Research Questionnaire

Hasselt University

Faculty of business economics

Dear Sir/Madam,

This research is conducted to study the impact of knowledge management on organizational performance in the social security corporation. It is a part of the graduation requirements for master degree (Master of management: Management Information System) in the Hasselt university.

The importance of this questionnaire is represented in its potential benefit to the social security corporation, therefore, it would be highly appreciated if you can read the questionnaire and answer the questions.

The information provided in the questionnaire will be treated as Confidential and will not be used for any reason other than the academic research.

Thanks for you cooperation

Researcher :Hamzah Qabbaah

Section 1: Personal Information

To help us in classify your answers, please answer the following questions about yourself.

Gender	Male		Female		
Age	Less than 30	30-40	41-50	More than 50	
Level of education	High school	Diploma	Bachelor's Degree	Master	PhD
Years of experience	Less than 5	5-10	11-15	16-20	More than 20

Section 2: Please put (X) in the right answer that reflects your opinion on the following paragraphs

Knowledge Management

	Criteria	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Knowledge creation						
1	The corporation provides information sources (library and internet) to help their employees to acquire the knowledge.					
2	The corporation classifies data and information in scientific ways to take advantage of access to knowledge.					
3	The corporation uses a variety of methods to transform information into knowledge and distributed to employees.					
4	The corporation provides information for the employees to help them to solve the problems that they face at work.					
Store knowledge						
5	The corporation has a special website on the internet from which provide customers with the latest developments and information.					
6	The corporation provides an internal communications network (intranet) to facilitate the transfer of ideas and knowledge between all departments.					
7	The corporation has a clear vision of knowledge management strategies and their implementation.					
Knowledge sharing						
8	The corporation based on knowledge management approach in strategic decisions.					
9	The corporation encourages dialogues ,conversations and discussion sessions between the employees at work					
10	The corporation invests in new ways of using the knowledge.					

Organizational performance

	Criteria	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Performance scale						
11	The corporation develops the mission, vision ,values and ethics and are role models of a culture of excellence.					
12	The corporation involves in ensuring the corporation 's management plans is developed, implemented and continuously improved.					
13	The corporation interacts with customers and partners					
14	The corporation review, develop and update policies and strategies are constantly					
Quality performance						
15	The corporation applies policies and strategies trough communication with their employees.					
16	The corporation relies on innovation to improve work processes to increase client satisfaction					
17	The corporation relies on information technology, which allows all members of the corporation continue with them and communicate with all stakeholders outside the corporation					
Work speed						
18	The corporation relies on information technology to save corporation knowledge and the previous employee experience and make it available to all employees					
19	The corporation encourages the development of information systems suits with the requirements of workers					
20	The corporation uses technology to support collaboration between corporation departments					

Employee Satisfaction

	Criteria	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Your Corporation						
21	My corporation is one of the best corporations to work for					
22	My corporation treats me well					
23	I am proud to tell people I work for this company					
24	I am satisfied working for my corporation at the present time					
Your JOB						
25	I am getting enough relevant training for my present job					
26	My job are challenging and interesting					
27	I have the material/equipment and tools I need to do my job well					
28	I am satisfied with my working conditions.					
29	I understand what is expected of me in my work.					
Career and Development						
30	I am satisfied with the job opportunities in the corporation					
31	Promotion goes to those who most deserve it					
32	I am satisfied with the salary earned from my current job.					
33	I am satisfied with the opportunities for training					
Your Manager						
34	My manager helps me to improve myself.					
35	My manager establishes plans and work objectives with me.					

36	My manager gives me clear instructions.					
37	My manager praises me when I do a good job.					
38	My manager holds regular meetings with my work groups to improve performance					
My Work Group						
39	Work is fairly distributed in my work group.					
40	I am satisfied with how members of my work group solve problems.					
41	My work group works well together.					
Employee Benefit						
42	I am satisfied with the corporation's employee welfare programs such as rewards, incentives, food coupons, insurance and health care, etc.					
43	I am satisfied with the recreational activities provided by the corporation, e.g. picnics and annual dinner.					
44	I am satisfied with the corporation's people programs, such as birthday announcements, valuable employee of the month, bulletins and newsletter, etc.					

Auteursrechtelijke overeenkomst

Ik/wij verlenen het wereldwijde auteursrecht voor de ingediende eindverhandeling:
**The Impact of Knowledge Management on the Organizational Performance.
A Case Study of the Jordanian Social Security Corporation**

Richting: **Master of Management-Management Information Systems**
Jaar: **2013**

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Voor akkoord,

Qabbaah, Hamzah

Datum: **28/08/2013**