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The Role of Factors in Enhancing the Practices of Knowledge Management in Public and Private Business Organizations in Jordan

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Abstract:

In Organization Management, Knowledge Management emerges as a new discipline contributing to implementing organizational perpetual internal strength and external competitive edges. Our research aims to further explore the role of factors (trust, awareness, organizational culture and structure, and Information Technology) in emboldening the practices of Knowledge Management in private and public business enterprises in Jordan. 700 39-item questionnaires were used to inquire from respondents working in the Business Organization in Jordan. Multiple regression analyses were conducted to verify the research hypotheses. The results revealed the substantial positive impact of factors on practices of Knowledge Management as well as strongly agreeing with studies conducted beforehand in the literature; it was surmised that Information Technology (IT) had the highest impact on Knowledge Management practices. To achieve potential success in Knowledge Management practices, trust, awareness, organizational culture and structure, Information Technology should be given proper attention and care. With efficient factors, Organizations' Knowledge Management practices will increase in terms of efficiently, allowing organizations to hone and maintain their competitive edge in the business organization.

Keywords: *Information technology, knowledge management, organizational culture*

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INTRODUCTION

It is quite evident that there is a substantial surge in research on Knowledge Management's (KM) impact on the public sector in recent years (Schulte & Travis, 2006). However, knowledge was deemed as a source of competitive edge and creating value. KM can be considered as both a process and an object. Knowledge as an object can be considered active information that creates venues for generating value, whereas knowledge as a method focuses on the acknowledgement, organization and circulation of said knowledge to achieve the organization's goals, thus creating value. KM illustrates the processes and strategies of retaining, transforming, implementing, and guarding knowledge to hone a firm's competitive edge. As a critical resource, knowledge's importance keeps growing, encouraging all public and private sectors organizations to cater more to KM. Large organizations all over the world have applied KM programs, strategies and policies, (Seba & Jennifer, 2010). The basic concept of KM states that the more firms manage their organizational and individuals knowledge, the better they compete within a business environment. KM is perceived as a key element in honing a competitive edge and actualizing efficient organizational success (Plessis, 2007). Evangelista et al. (2010) argue that organizations should critically focus on KM as it opens gateways for new tools for perseverance, upgrowth, and an effective competitive edge. Small, Medium and Large Enterprises (SMEs) have acknowledged and embraced KM effect on organizations' overall performance (Zack, McKeen,

& Singh, 2009; Choochote, 2012). KM practices highly influence business upscaling; the more KM is practiced within the organization, the more the firm's growth and evolution. In a knowledge-driven economy, the devices, methods, and ideas of KM are pivotal for the organizations. Expedited innovation, sharing of knowledge, improved decision making and business processes, efficiently managed resources of knowledge, and minimized work duplication are some of the vital reasons why organizations should adopt a KM initiative (Imran et al., 2019). Yet, KM is still being introduced at a slow pace to organizations (Gourova, 2010). Systematically, a lot of studies have analyzed the importance of KM on enhancing a firm's innovative capacity (Plessis, 2007; Akram et al., 2011; Andreeva & Kianto, 2011; Nawaz et al., 2014; Rahim et al., 2015; Obeidat et al, 2016), but few studies focused on successful implementation of KM practices or KM employees. Hassana & Raziqb, (2019) implied that this area is still an uncharted territory. In Jordan, few studies revolving around KM were conducted and were limited to larger organizations. Therefore, it would be interesting to examine KM practices interplay in enhancing implementation in the Jordanian context, especially the business sector that is characteristically different compared with other sectors. Unfortunately, many organizations are not able to catch the knowledge residing in the minds of their employees due to the lack of the proper practices that allow them to manage the existing knowledge resources correctly within the organization, which may affect their ability. In other words, if organizations have strong knowledge, this means a better and efficient ability to implement efforts. According to previous studies, trust, awareness, organizational culture, structure, and IT positively affect the implementation process of KM. However, this study differs in the approach to identify coherent sets of main factors of success. Unlike the previously reviewed studies, we combined these dimensions in one single research. KM practices implementation in the business sector's impact is not quite visible (Wong, 2005). Thus, the key focus of this study is "to investigate and identify the intensity and factors that influence KM practices implementation in enhancing employees in private and public business organizations in Jordan". Furthermore, the expected contribution of this study is to provide an insightful understanding of KM practices role (trust, awareness, organizational culture and structure, and IT) in implementation (employees in private and public business). The conceptual model helps private and public business firms in retaining vital information as well as picking, organizing, and releasing them. The current study contributes to literature by highlighting the main linkage between KM practices and factors; they provide empirical evidence of the relationships. Also, the findings of this study will help managers build the proper KM practices aiming to facilitate knowledge generation, transfer, and utilization, fostering the process of their implementation at their organizations.The breakdown of the paper is as follows: We begin with the relevant literature and earlier studies concerning KM Practices. Then, we illustrate the followed methodology of the research theoretical model, hypotheses, population and sample, data collection and analysis methods, and the extent of validity and reliability of the information provided in the study. Finally, the results and explanations are provided, illustrating the results of the data analysis of the research hypotheses and the explanation of these results. The discussion and conclusion are then provided, illustrating possible ventures for future research as well.

2. Literature Review

2.1 Knowledge Management

Interest in KM has garnered increasing interest over the last few years. Nowadays, organizations are quite different from those that existed one or two decades ago in terms of the concurrent structures, cultures, functions, and leadership style. Organizations are currently realizing the importance of knowledge as a valuable asset that can be managed like physical assets. In the scope of KM, most organizations

manage knowledge, enabling it to be accumulated, shared, distributed, and utilized for reuse effectively (Dutta &Madalli, 2015). In previous literature, there are many KM definitions, e.g., Dalkir, (2011 p.5) established KM, from a business perspective, as a systematic interplay between an organization's people, technology, processes, and structure to yield added value through innovation. This is achievable via yielding, sharing, and implementing knowledge as well as understanding and applying valuable lessons mastered and the most optimal practices into the organization's memory in order to enhance organizational learning. In other words, KM was defined as the organizational aptitude that enables people in the organization working framework as an individual, or in projects, teams, or other interested communities to beget, acquire, share, and embolden their collective knowledge to improve overall performance (Lakshman, 2007). Malekzadeh, (2008) defined KM in his book as the KM toolkit and the company's way of creating value for business and maintaining competitiveness with an honed process of creating, delivering, and implementing all the necessary knowledge achieving business goals. Moreover, KM's purpose is to enhance top management–employees communication as a mean for optimal work processes. With organizational KM, companies can increase competition globalization, information exchange speed, dynamics of innovating processes and products, knowledge aging, and competitive edge through buyer markets acquisition (Malekzadeh, 2008). KM aspect within organizations harnessed quite the importance due to the increase of its advantages with proportion to competition. It is beneficial to focus on KM within the firm due to economically and market-driven necessities due to international competition and demands of customers (Wiig, 1997 p. 9).

2.2 Knowledge Management Practices

KM practices are important instruments for reaching specific goals for the organization's economic growth and competitive edge sustainability (Ngai et al., 2005). KM processes are efficient utilization of optimal methods to transfigure the implicit, fragmentary, and individuals and groups private knowledge whether internally and externally in terms of the organizational focus into intellectual assets of immense value for the organization. These assets are then used to embolden the competitive edge of the organization and standing (Quast, 2012). This research conceptualizes these processes as knowledge sharing with other entities, creation, capture in artifacts and processes, and application for various organizational tasks. The following five processes commonly used by organizations for knowledge management practices are as follows: First, Knowledge Creation is by which individuals interact in activities that create new knowledge. Second, Knowledge Capture is by which individuals harness said knowledge. Third, Knowledge Sharing is by which individuals interact with and share their knowledge with others. Fourth, Knowledge Access is by which individuals engage in activities that enable them to access any necessary information. Five, Knowledge Application is by which individuals engage in activities allowing them to apply their knowledge to accomplish their work. It could be reiterated as realizing the value of one's knowledge. Through reflection, people can achieve new knowledge and execute their creativity for fresh outcomes. Groups can gather to brainstorm for new ideas and their experience is used in new contexts to anticipate and solve new problems, and organizations improvise in novel situations to create new knowledge (Lin, 2013). This new knowledge is utilized to fix problems or transformed into artifacts, tangible and intangible, by these knowledge agents and can be then retained into databases or embedded into the routines of the organization and thus acquired by agents of knowledge. Moreover, knowledge agents can be distributed between them. One of the earliest parties to pioneer approaches to knowledge management in Jordan is government agencies. Government-linked companies are in an advanced stage in terms of Knowledge Management practices, unlike private companies, where only a

few of them followed suit. Research on KM in the Jordanian scope shows that to implement Knowledge Management promptly, companies require strategic perspectives at viewing and sharing knowledge. Thus, KM practices enhance performance. Successful implementation requires the integration of the five factors that were adopted in this study, namely, as mentioned beforehand, trust, awareness, Information Technology, and organizational culture and structure.

2.3 Organizational Culture

Organizational Culture consists of rules, values, norms, hypotheses, and beliefs that are shared by an organization's employees within each other while affecting how their cognition and decision-making approaches are shaped; culture is a vital success catalyst for organizational knowledge (Donate &Guadamillas, 2011; Salamzadeh et al., 2014; Somech et al., 2013). Previous studies indicated the impact of organizational culture influences on the outcomes of KM practices due to individuals' social interaction; these individuals create knowledge and share behaviors as well as consequent actions that are within the control of the organizational regulations (Alavi et al., 2006; Borgatti& Cross, 2003; Chen et al., 2010). Ho et al., (2017) suggested that a strong culture within an organization should value trust, openness, and sociability to incite interactions and Knowledge Sharing between people. Innovation is encouraged by an effective Knowledge Culture, from the inceptive creative idea to the experimentation and sharing of insights with others. Elastically adaptive behavior should be encouraged within the organization. There is also a need for routines and processes to be flexible, encouraging people to have their minds sharpened for opportunities to create creative alternatives (Andreeva&Kianto, 2011).

2.4 Trust

In social exchange theories, trust is an important concept; it represents the mutual faith in interchanging good intentions and behavior (Lee, 2018). Previous research postulate that social trust is vital for sharing knowledge because it overcomes communicative barriers challenging organization members and intentions so as to initiate sharing knowledge exercises more easily (Alavi et al., 2006; Lee, 2018; Ho et al., 2017). It was indicated by Krogh, (1998) that trust as an integral part of an organizational culture could improve communication speed; members who trust each would not have trouble sharing knowledge and information, facilitating prompt sharing of knowledge. Moreover, a lot of empirical studies aptly proved that trust improves the extent and reach of Knowledge Sharing (Son et al., 2017; Sohail et al., 2009; Choochote, 2012); individuals not trusting each other faced some reluctance to spread knowledge with others in formal and informal practices of Knowledge Sharing (Andrews et al., 2000). At this stage, all the organization individuals become more creative, enhancing the organization's overall aptitude for application of KM practices.

2.5 Organizational Structure

Organizational structure denotes the formal tasks, rules, authorities, and functions within an organization, such as processes, regulations, hierarchy, sector boundaries, reward systems, etc. (Gold et al., 2001). Earlier studies stated the importance of centralization and formalization in founding structures for an organization, representing policy makers' control and reach (Pierce, 2012; Somech&Drach-Zahavy, 2013). The categorization of organizational structures depends on centralization and formalization extent. Highly centralized organizations need employees to adhere to a designated communication channel. Ho et al., (2017) attempted to examine the effects of organizational culture and structure on Knowledge Management; these results indicate the positive impact of Knowledge Management on firms' innovativeness. Additionally, Knowledge Management's effect on innovativeness is enhanced by a culture that is supportive and integrated,

decentralized, and minimally formalized structure and firm innovativeness.

2.6 Awareness

KM's awareness is perceived as an attitude that should be adopted by all employees, including the top management (Van den Brink, 2003). Awareness deficit impairs KM practices and innovation in organizations (Aris, 2013). Organizations with deficiencies in awareness indicate the lack of understanding of KM importance amongst its members (Zaid & Chen, 2014). It is necessary to ensure that KM awareness is spread across all levels of employees for the effective application of a prompt KM program (Wang &Noe, 2010). However, it is quite challenging to raise awareness for KM practices in a KM program (Usman &Oyefolahan, 2014). Poorly informed organizations in terms of awareness (Van den Brink, 2003) does not realize the importance of knowledge in a competitive market (Zaid & Chen, 2014). Lee & Al-Hawamdeh, (2002) implicate the positive effect of knowledge would on KM practices among employees. It is imperative to focus on awareness of the importance of knowledge as it encourages discussion and provides room for risk-taking, creative thinking, and readiness to accept mistakes for the sake of improvement.

2.7 Information Technology

One of the vital tools for KM is Information technology; it allows the transference of experience, knowledge, and information among employees. IT was defined by Lee and Lee, (2007) as the extent of IT support to KM. IT plays a crucial role in KM; it allows compressing, accessing, and sharing knowledge. Almaani&Jaradat, (2014) showed that IT can assist KM processes by sustaining an enabling work environment for organizational members to achieve their potential. Also, employing IT promotes the inflow knowledge into the organization, helping organizations realize the full potential of their innovation.

3. Research Methodology

In this section, we discuss the methodology applied in the study; it is composed of the research model and hypotheses, sample, population, and data collection tools.

3.1 Research Model

This research's major factors are established in compliance with preceding literature, both empirically and theoretically, to examine the correlation between factors and KM practices. This study used common variables in literature of KM. In figure 1, a model is represented for the study showing the independent variables as trust, awareness, IT, organizational culture and structure, the dependent variable as KM practices, and the proposed relationship between them.

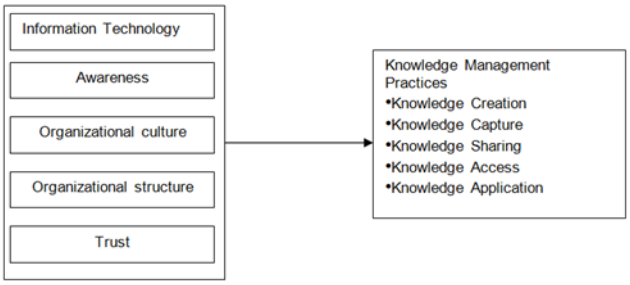

Figure 1. Research Model

3.2 Research Hypotheses

To test the research model of the effect of factors on Knowledge Management practices, the hypotheses are as follows:

H1: There is a statistically substantial impact of Information Technology on KM practices.

H2: There is a statistically substantial effect of awareness on KM Practices.

H3: There is a statistically substantial effect of organizational culture on KM practices.

H4: There is a statistically substantial effect of organizational structure on KM practices.

H5: There is a statistically substantial effect of trust on KM practices.

3.3 Population and Sampling

This study took place to identify KM impact on organizations, and the targeted population of this study was employees working in private and public

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business organizations in Jordan who consented to participation in the study. Primary and secondary data were collected for this study. A structured questionnaire was distributed among the employees with minimum graduate degree and practice of KM form an organizational perspective to acquire the primary and secondary data from the journals, books, and other research reports. Primary data were acquired via a hard copy questionnaire consisting of two sections: The first section in the questionnaire presents general personal information about the respondent, e.g., educational grade, gender, and years of experience. The second section consists of questions that evaluate the independent and dependent variables according to their definitions from an operational point of view. There is no assent concerning the optimal sample size or subject-to-variable ratio; however, it is preferable to frame these values so that to obtain a table factor structure (Norris &Lecavalier, 2010). Finally, 700 questionnaires, handed out and collected in 2019, returned 648 valid responses (80.49% recovery rate).

4. Data Analysis and Results

To explore the level and the factors affecting KM practices implementation. The variables were measured using a 5-points Likert scale that varies between not agree at all =1 and totally agree =5; analyses of validity and reliability took place as well as descriptive analysis to illustrate the characteristics of the sample and the respondents of the questionnaires besides the independent and dependent variables. Also, multiple regression analysis was conducted to assess the research hypotheses.

4.1 Validity and Reliability

To determine the quality and effectiveness of the primary data, two important measures, validity and reliability were taken into consideration. Validity is an indicator of accuracy and aptitude of the instrument, while reliability is about precision and used to evaluate the stability and consistency of the questionnaire. The researchers relied on previously developed scales and items used beforehand by others sharing the same interest. In addition, the questionnaire was drafted first then reviewed by five academic lecturers with adequate experience in this scope, thus ensuring the accurate measuring capacity of each item to be as intended, avoiding ambiguity and unnecessary complexity in the questions' phrasing. Cronbach's alpha coefficient was used to compute the reliability of the instrument. Moreover, some scholars e.g., Bagozzi& Yi, (1998), suggested that the optimal value for all indicators or dimensional scales to be 0.60, which is the recommended value. Table (1) illustrates the results of Cronbach's alpha for the independent and dependent variables. Cronbach's alpha coefficients of all the tested variables were above 0.60, suggesting the reliability of the composite measure.

Table 1. Cronbach's alpha coefficients of study variables

Variables	Number of Items	Cronbach's Alpha
Trust	5	0.945
Awareness	5	0.940
Organizational Culture	6	0.911
Organizational Structure	6	0.921
Information Technology	7	0.901
Knowledge Management Practices	10	0.891

4.2 Respondents Demographic Profile

The descriptive statistics of the personal respondent's profile and characteristics are summarized in table (2), in terms of gender, age, marital status, working experience, and working sector. Referring to it, the majority of the respondents were males representing 72.5% of the sample. The rest were females representing the remaining 27.5%. Considering the age group, most of the respondents were between 28–37 years old (42.3%), followed by the age group between 38–47 years old (31.8%), and then 21–27 years old (13.9%), while the lowest number of respondents were older than 48 years (12.0%). Regarding marital status, most of the respondentswere married,representing 74.1% of the sample. The remaining25.9% were single. It was revealed that more than half of the respondents (58.6%) were

working in the private sector. On the other hand, less than half of the respondents were members of the public sector and represented the remaining 41.4%. 14.7% of the respondents had less than a year of working experience, followed by 22.7% of the respondents with work experience between 1–5 years, 43.7% with 6–10 years' work experience, and 19.0% more than 10 years of work experience.

Table 2. Description of the respondents' demographic profiles

	Category	Frequency	Percentage%
Gender	Male Female	470 178	72.5 27.5
Age	21–27 years old 28–37 years old 38–47 years Above 48 years	90 274 206 78	13.9 42.3 31.8 12.0
Married Status	Single Married	168 480	25.9 74.1
Work Experience	Less than 1 year 1–5 years 6–10 years More than 10 years	95 147 283 123	14.7 22.7 43.7 19.0
Working Sector	Private Public	380 268	58.6 41.4
Total		648	**100%**

4.3 Descriptive Analysis

To better illustrate the responses as well as the respondents' attitude toward each question asked in the survey, the mean and the standard deviation were calculated. While the mean shows the central tendency of the data, the standard deviation calculates the dispersion, giving insight on data variability (Sekaran&Bougie, 2013). To reiterate, a small standard deviation for a set of values reveals that these values are clustered closely about the mean; on the other hand, a large standard deviation indicates the opposite. Each item's level was deduced by the following formula: (Highest point in Likert scale - lowest point in Likert scale) / The number of the levels used = (5-1) / 5 = 0.80, where 1–1.80 is reflected by very low, 1.81–2.60 is reflected by low, 2.61–3.40 is reflected by moderate, 3.41–4.20 is reflected by high, and 4.21–5 is reflected by very high. Tables (3) show the results:

Table 3: Overall mean and standard deviation of the study's variables

Type of Variable	Variables	Mean	Standard Deviation	Level
Independent Variables	Trust Awareness Organizational Culture Organizational Structure Information Technology	4.30 4.23 3.11 3.32 4.10	.447 .874 .439 .493 .946	Very high Very high Moderate Moderate High
Dependent Variables	Knowledge Management Practices	3.45	.895	High

Data analysis indicates that the level of factors influencing KM practices implementation is tremendously applied to the Jordanian firms' sector. The mean score is presented in table 3. As indicated, factors of KM practices alongside a high level of presentation illustrates a beneficial attitude regarding KM as well as indicating the importance of its factors. Additionally, practices were found to be highly frequent as well. It is surmised that Jordanian firms are currently applying practices that sustain competitive edges.

4.4. Hypotheses Testing Results

The main goal of we have in mind is to investigate the impact of factors (trust, awareness, organizational culture and structure, and IT) on the application of KM practices in Jordanian Firms. As a consequence, to test the hypotheses, we applied a

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multiple regression technique. Moreover, the significance level (α-level) was set to be 0.05 while the probability value (p-value) acted as the decision rule for rejecting the null hypotheses (Creswell, 2009). Should the p-value amount to less than or equal to α-level, this leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis. However, should the p-value exceeds the α-level, the null hypothesis cannot be rejected and the alternative hypothesis will not be supported. Additionally, the independent variables' normality and the absence of the multi colinearity problem (a case of multiple regression in which the independent variables are themselves highly correlated) were checked. As per (Pallant, 2005), the majority of the values should be within the acceptable ranges for normality, i.e., -1.0 to +1.0. Therefore, Variance Inflation Factor (VIF) and skewness were checked; table (5) states the results:

Table 5: Normality test for the independent variables

Variables	Tolerance	VIF	Skewness	Kurtosis
Trust	0.836	1.673	-1.186	-1.470
Awareness	0.903	-.233	1.754	
Organizational Culture	0.836	2.758	0.524	-1.963
	0.748	-0.599	-1.569	
Organizational Structure	0.758	1.875	-0.497	-1.989
Information Technology		2.951		
		2.935		

Skewness value is between -1.186 and 0.524 while Kurtosis ratio value is between -1.989 and 1.754. Consequently, the data were normally distributed. The tolerance value exceeds 0.1 and the VIF value is less than 10. Therefore, the data was found to be free from the multicollinearity symptom. However, the outcomes of testing the five hypotheses on the variables are illustrated in table (6).

Table 6: Regression Result

Variables	r	R2	f	Sig (f)	β	T	Sig (t)
Trust					0.166	2.147	0.000
Awareness					0.140	3.530	0.000
Organizational Culture	0.752	0.160	14.470	.000	0.178	2.522	0.000
Organizational Structure					0.165	2.319	0.621
Information Technology					0.184	3.976	0.000

The multiple correlation coefficient R = .752 indicates the medium positive correlation between factors and KM practices. The adjusted R2 indicates how generalized this model is; this opens a venue for generalization of the results of the respondents to be applied to the whole population. In this case, the value was 0.160. The results showed that the F-ratio for these data was 14.470, statistically substantial at $p < 0.05$. Henceforth, it was concluded that there is astatistically substantial effect of factors on KM practices. The β indicates each predictor's singular contribution (independent variable) to the model. Considering the other predictors, it is constant. Table 6 illustrates the standardized coefficients for each dimension. The value of β for organizational culture and IT were 0.178 and 0.184. While for awareness, the value of β was 0.140, a small value in comparison with the other predictors. These variables' intensity of effect relies on the value of β: the higher the value of β is, the higher the impact on the dependent variable. The variable of organizational structure poses no significant impact on practices of KM and the sign of β is negative, indicating the negative correlation between KM practices and organizational structure.

5. Discussion and Conclusions

We aimed to identify the role of KM practices (trust, awareness, Information Technology, and

organizational culture structure) in improving KM practices in private and public business organizations in Jordan. The results yielded that factors are adequately applied in the private and public business organizations in Jordan. Moreover, data analysis results have shown that these practices are effectively applied. This high level of application is a sign of a positive attitude toward KM practices. Moreover, it was shown that organizations in Jordan keep a keen eye on KM practices–related activities; there is a focus on introducing new products and services while simultaneously enhancing their administrative systems. This also reflects the aggressive competition that exists in this sector in Jordan. Additionally, the results indicated a positive effect of trust, awareness, and organizational culture structure on KM practices. On the other hand, Information Technology seemed to not induce any statistically significant effect on KM practices.

H1: There is a statistically substantial impact of IT on KM practices.

(Plessis, 2007)also supports this result, as it was shown that applying technologies to expedite communication, interaction, and knowledge flow between different parties will embolden KM. In the same context, Okatan (2012) specified the strong relationship between both the Internet and intranet in correlation to KM. According to him, an intranet is considered a supportive tool for capturing knowledge from the minds of organizations employees. It was stressed by Almaani and Jaradat, (2014) that there is a significance of IT tools for KM. They exhibited that Information and Communication technology can aid KM processes, in turn promoting knowledge flow into the organization as well as realizing their full KM potential.

H2: There is a statistically significant impact of awareness on KM practices.

This result is supported by the findings of Nieves, et al. (2014), who examined the effect of KM practices awareness in the Hotel Industry. It was found that awareness was of a positive influence on product and organizational innovation, stressing the importance of awareness in enhancing product innovation, especially in sectors that require interaction between staff and customers. These results are consistent with the study of Zaid & Chen, (2014), who stated a positive relationship between KM and awareness, and in turn applies to KM practices.

H3: There is a statistically significant effect of organizational culture on KM practices.

This result maintains consistency with the result of Salamzadeh et al., (2014) that organizational culture has a substantial impact on KM practices as well as it being supported by multiple studies showing that innovation activities can be improved by organizational culture (Donate &Guadamillas, 2011; Somech et al., 2013). Okibo and Shikanda (2011) assessed the effects of organizational culture on KM practices in the Services Industry. No significant correlation between organizational culture and KM practices was found. Moreover, it was recommended that for organizations to be innovative, they must first adjust the entire organizational culture toward KM practices; this prompts organizations to promote sharing of knowledge, skills, and awareness.

H4: There is a statistically significant impact of organizational structure on innovation.

Previous studies conducted to test the impact of formalization on innovation have shown very different findings. For example, Damanpour (1991) suggested that there is no significant relationship between formalization and KM practices, while Chen, et al. (2011) found that formalization has a positive impact on KM practices. Chen and his colleagues justified their result by asserting that formalization can be helpful because it reflects the organization's commitment to certain activities, and they argue that formalization of procedures or activities will not necessarily limit the generation of new ideas. Contrary to both, Lee and Choi (2003) argued that formalization has a negative impact on KM practices. They justify their findings by stating that the structure with strict formal rules limits new ideas' creation. Regarding centralization, Yang, et al (2014) stated that previous examination of the

correlation between innovation output and centralization indicates conflicting views and mixed results. In consistency with yang's viewpoint and from reviewing previous researches, there is no adamant opinion on the impact of centralization on KM practices. For example, Ho, et al. (2014) contended that centralized organizations restrict the employees' contribution in work output, Knowledge Sharing, and innovative solutions; this will affect how human capital translates into innovation and productivity. On the other hand, others suggest, with contradictory evidence, that centralization may benefit KM practices, especially by increasing the efficiency of information processing and reducing costs of transactions in knowledge transfer within a firm (Sheremata, 2000; Cardinal, 2001; Argyres and Silverman, 2004). Though plenty of studies that have discussed the role of organizational structure in KM practices, the question of whether an organizational structure has a role in enhancing KM practices performance still stands. Hence, further research in the future to explore this relationship would definitely help to explore this domain further. In summary, we examined the impact of organizational structure on KM practices in this study. We found that organizational structure has a negative but insignificant impact on KM practices. This means that managers in private and public business organizations should improve the organizational structure of their companies to enhance KM practices. Also, there is a need to adopt decentralization to encourage KM practices as well as to integrate and implement an effective reward system used in their companies.

H5: There is a statistically significant impact of trust on KM practices.

This result agrees with the findings of Son et al., (2017) as they explored the role of trust in KM practices. The results of their study showed a strong connection between KM practices and trust. They also considered trust among the required sources for KM practices. Moreover, the results indicated that the variable that had the highest effect on KM practices was Information Technology, followed by organizational culture, then awareness, and finally trust. The results of testing the five hypotheses confirmed the role of factors in enhancing KM practices at private and public business organizations in Jordan.

In terms of limitations, the first limitation relates to the study instrument, as the instrument used was closed-ended questionnaire items to gauge the effect of factors on KM practices. Though easier and faster to complete for data analysis, it heavily limits the responses due to lack of room for inquiries or elaborations for in-depth answers. The second limitation relates to the participants; some participants might respond positively to provide a positive, but not accurate, image of their companies. The third limitation is the use of convenience sampling, which may not be representative of the population, in turn affecting the generalizability of the findings. Finally, this study was applied to private and public business organizations in Jordan; therefore, the findings cannot be generalized to other sectors or countries. Based on the findings of this study the following recommendations were presented as follows:

1. The private and public business organizations have shown immense growth in recent years in Knowledge Management and it is considered as one of the most competitive sectors in Jordan; however, more investment is needed in implementing Knowledge Management factors to manage the created knowledge within the organization. This will help an organization in maintaining its competitive edge in an ever-changing telecommunication sector.
2. It is important for mobile private and public business organizations to invest more in KM practices and to expedite the development of more creative solutions.
3. In connection to this study, factors explained about 16% of the variations in KM practices; future researches and studies should focus on studying and investigating other factors that may enhance KM practices.
4. Because IT has the highest effect on KM practices, private and public business organizations

must increase their investment in their IT.

5. Due to the conflicting results concerning the impact of structure of an organization on KM practices, more research could help explore and examine this relationship closely.

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