

Impact of Knowledge Sharing on Competitive Priorities: The Moderating Role of Social Media (An Applied Study in Jordanian Telecommunication Companies)

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Abstract

This study aims to identify knowledge sharing and its dimensions (Donating knowledge & Collecting knowledge) and its impact on competitive priorities: "Cost, Flexibility, and Quality" and social media as a moderating variable in Jordanian telecommunication companies. The study population is consisted of (3) Jordanian Telecommunication Companies: (Zain, Orange, and Umniah). The study used equal stratified random sample. A questionnaire survey was delivered to (134) directors to gather the primary data. The survey comprised of thirty close ended responses.

The study reached set of findings; there is a significant statistical impact of knowledge sharing (donating knowledge & collecting knowledge) on competitive priorities in Jordanian telecommunication companies at level ($\alpha \leq 0.05$); and there is a significant statistical impact at level ($\alpha \leq 0.05$) of social media on improving the impact of knowledge sharing on competitive priorities in Jordanian telecommunication companies. The study recommended increased knowledge sharing among employees and between departments through encouragement and practicing of knowledge sharing activities among companies' staff. And the need to motivate employees who are use social media for knowledge sharing in a work environment.

Keywords: knowledge sharing, competitive priorities, social media, Jordanian telecommunication companies

1. Introduction

Jordanian telecommunication industry these days is handle global threats from a competitive world marked by swift technological revolutions. Jordanian telecommunications firms entail to improve their skills and, as business enterprises, counter to these requirements. Even as world is continuously shifting towards competitiveness, information and sharing is recognized as being the most valuable opportunity for business goals.

Therefore, the key objective of management should be to improve the process of knowledge sharing and social media tools within the organization and between the organization and other organizations. This is because knowledge sharing and social media are essential elements in competitiveness.

Knowledge sharing can be defined as a collaborative mechanism between two or more individuals in the transmission of knowledge. This method includes the acquisition of knowledge by content, accompanied by the understanding of the correspondence with one or even more participants. In other words, knowledge sharing can be referred as societal relations where it consists of individual interactions and participation and when both of these important elements involved, knowledge sharing turn out to be more effective.

Nowadays knowledge is easily shared with the utilization of "social media". Social media can be described as a "set of Internet-based treatments". This new generation of web consists of variety of services such as wikis, weblogs, and social arrangements sites (Twitter and Facebook). The utilization of social media has expanded exponentially, where this advancement are ceaselessly turning out to be more coordinated into our daily lives (Ghazali, Sulaiman, Zabidi, Omar & Alias, 2016).

The target of the present study is to examine knowledge sharing (*donating knowledge and collecting knowledge*)

and its impact on competitive priorities and the role of social media as a moderating variable in Jordanian telecommunication companies, through the following objectives:

- ❖ To identify the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies.
- ❖ To spot the impact of social media on improving the impact of knowledge sharing on competitive priorities in Jordanian telecommunication companies.
- ❖ This study aims to provide sound recommendations to Jordanian telecommunication companies regarding the impact of knowledge sharing on their competitive priorities.

2. Study Importance

This division demonstrates two folds of which the present research is of interest. *First*, it strives to make a significant contribution. As many studies have noted, knowledge sharing is one of the important research areas linked to improving competitive priorities. This study seeks to fill the gap in the scholarly literature by doing a deep investigation of knowledge sharing, a component of knowledge management, competitive priorities, and social media in Jordanian Telecommunication Companies.

Second, this study also can contribute to practice. As declared above, knowledge is an important resource in dealing with the problems which organizations face. Depending on how organizations manage knowledge in organizations competitive priorities can vary. The study may provide practitioner's insights into knowledge sharing that may improve competitive priorities. Knowledge is seen as a core factor of economic development by the provision of information and communication technologies. In addition to the value of the procurement of trained and highly skilled human capital. The importance of the study was derived from the importance of the examined variables: (*knowledge sharing; social media; and competitive advantage*).

3. Study Problem

Under severe competitive environment, telecommunication companies are striving to gain a competitive advantage over other organizations that operating in the same sector and that by creating a value for their customers and achieving excellence by investing and benefiting from knowledge sharing and social media. Especially, after the increasing number of telecom companies that providing telecommunication services, and their offers and also increasing the awareness of their customers. The study question can be stated in the following key question:

"What is the impact of Social Media on improving the impact of knowledge sharing on competitive priorities in Jordanian telecommunication companies?"

4. Literature Review

4.1 Competitive Priorities

Competitive priority is a set of objectives or "*strategic preference*" that the organization chooses as part of its competitive arsenal (Ahmad & Schroeder, 2002). They are crucial in decision-making on resource allocation and capacity development. Researchers have identified six objectives. All of these competitive priorities are defined as follows: the cost is the cash expenses associated with the operation; products and services provided that meet customers' needs; delivery is confidence in offering services and process to deliver when promised; flexibility is a variety of production or offering services process capable; Using new and practical products (services) as a means of competition; environment / safety refers to policies implemented in risk (Jacobs & Chase, 2010).

Competitive priorities for the operation strategy and manufacturing strategy broadly competitive priorities and operating strategy that can help companies to construct extend and endorse a viable improvement. Competitive priorities are classified as "the dimensions that a company's system must have to support the demands of markets in which the company wishes to compete" (Krajowski & Ritzman, 1993).

In 1984, Hayes and Wheelwright made it possible for businesses to operate on the market on the basis of several of the aforementioned business priorities: value; production schedule; expense; and durability. Over the years, several writers and professionals have contributed to and modified this list. Researchers have demonstrated that competitive priorities have long lasting influence on various business practices such as technology adoption, process choice, capability management, manufacturing planning and control systems, employee skills development and quality assurance (Hayes & Wheelwright, 1984).

Managers must work closely with marketing in order to understand the competitive situation in the company's market before they can determine which competitive priorities are important. Competitive priorities define as

Capabilities that the operations function can develop in order to give a company a competitive advantage in its market (Reid & Sanders, 2011).

Some companies have been able to retain their competitive edge for several years, but others feel that only the competitive advantage throughout period is diminished. "Market stability is threatened by short product life cycles, short product design cycles, new technologies, frequent entry by unexpected outsiders, repositioning by incumbents, and tactical redefinitions of market boundaries as diverse industries merge." As a result, a corporation or business entity must continuously strive to strengthen its competitive edge. That is not enough to be merely the lowest-cost supplier. By way of quality management systems, rivals typically often seek to reduce their expenditure. Companies may discover creative ways not only to significantly decrease prices, but also to raise the cost or services rendered. (Wheelen & Hunger, 2012, 191).

Phusavat and Kanchana (2007) identify that there are (6) criteria that operate like competitive priorities: "quality, cost, delivery, flexibility, customer focus and know-how". The current study pointed three of them to fit and consistency with study's population, and these criteria as follows:

4.1.1 Quality

Quality is a competitive criterion in the marketplace. It engenders competitive advantage by providing products that meet or exceed customer needs and expectations (Lee & Zhou, 2000). Quality, as stated by (Kazan, Ozer and Cetin, 2006), is defined using different perspectives, as it is a subjective goal that has indefinable characteristics. The definition adopts the clients' point of view to define quality, the customers determine the products that meet and achieve their desires and requirements. Quality defines as excellence, value, conformance to specifications and meeting or exceeding customers' expectations. Few definitions describe eight components for quality: efficiency, features, reliability, accuracy, longevity, maintainability, appearances and perceived value. Both proportions are aligned with the view of customers. Quality is also easily shown as a significant source of sustainable competitive advantage by fulfilling customer standards.

Many companies claim that quality is their top priority, and many customers say that they look for quality in the products (goods, services, and ideas) they buy. Yet quality has a subjective meaning; it depends on who is defining it. When companies focus on quality as a competitive priority, they are focusing on the dimensions of quality that are considered important by their customers. Quality as a competitive priority has two dimensions. *The first*: is high-performance design. This means that the operations function will be designed to focus on aspects of quality such as superior features, close tolerances, high durability, and excellent customer service. *The second*: dimension is goods and services consistency, which measures how often the goods or services meet the exact design specifications (Reid & Sanders, 2011).

4.1.2 Cost

Hill (1994) showed that low cost production is a primary consideration once profitability are negligible. The rationale behind connecting the cost-management approach to the strategic edge, seeing as suggested by (Porter, 1991), is that competitive advantage can be divided into two basic types: lower cost than rivals, or the ability to differentiate and command a premium price that exceeds the extra cost of doing so.

Competitive advantage, as argued by (Porter, 1981) can be achieved by adopting one or more of the following generic competitive strategies:

- ❖ **Cost leadership:** "low-cost for competitors, related products and standardization, and economies of scale. The cost-leadership strategy requires intensive work supervision, strict cost control, frequent and detailed control reports, and structured response and response capacity".
- ❖ **Differentiation:** this strategy is "described in terms of product uniqueness, an emphasis on marketing and research, and a flexible structure".
- ❖ **Focus:** this strategy implies "a focus on a narrow niche (buyer group, product line or geographic market) through differentiation, low cost or both".

4.1.3 Flexibility

The organizational situations, including customer expectations and preferences, changes rapidly and the ability to navigate these trends efficiently can be a winning technique. There are two levels of flexibility: one is the capacity to convey a wide assortment of items and tailor them to customers' distinctive basis.

A flexible system can quickly add new services. Another aspect of flexibility is the ability to rapidly increase or reduce the quantity produced and introduced quickly to accommodate changes in the demand (Reid & Sanders, 2011).

Phusavat and Kanchana (2007) define flexibility as the ability to respond effectively to changing circumstances. Nakane & Hall (1991) defines flexibility as a quick response to changed production volume, changed product mix, customization of product, introduction of new products and adoption of new technology.

There are several measurements of adaptability: Fabric quality; Production quality; new model; rearrangement; maintainability; frequency; market segmentation; and Asset balance (Foo & Friedman, 2001).

4.2 Knowledge Sharing

Fernandez, Gonzalez and Sabherwal, 2004 define Knowledge sharing as "the process through which explicit or tacit knowledge is communicated to other individuals". There are three fundamental justifications in sequence. Firstly, information exchange implies successful conversion, such that the information receiver can grasp enough of it to operate on it. Secondly, information is twisted instead of evidence-based suggestions. Third, information exchange may actually happen between entities as well as through communities, agencies or associations.

Knowledge sharing is defined as "the willingness of someone within the organization to transfer knowledge with other members", and sharing knowledge is a social act through interaction and communication between individuals. This emphasizes that knowledge sharing is inherent and rooted in knowledge management. Knowledge management (KM) involves cultivating a learning culture where members systematically collect and share knowledge with others within the organization to achieve better performance. Therefore, management should facilitate communication and exchange of knowledge among its staff to facilitate learning of new and improved approaches to effective and efficient job delivery (Daniel, Abraham, Shadrach & Ernest, 2015).

Knowledge sharing can be affected by set of factors in association such as cost, especially when purchasing equipment or using technology or holding conferences and seminars. Knowledge sharing is also influenced by the possibility of changing content, particularly in the hierarchy.

There are many effective tools for sharing knowledge such as e-mail, internal communication through intranet networks, all of which lead to a better distribution of knowledge and allow employees to inquire, discuss and analyze information through different perspectives. Roussan (2004) points out that knowledge sharing is done through the use of intranet, which is a link between all employees at different levels of management in the organization.

Al-Alul (2011, 101) points out that if the organization does not distribute its knowledge efficiently, it will not generate a return for the cost of that knowledge. Al-Alul said that it is easy to share explicit knowledge through technology and communication, but the transfer of implicit knowledge in the minds and experiences of workers remains a major challenge to knowledge management.

The researcher agrees with Al-Alul that the sharing implicit knowledge requires a great effort and periodic plans to motivate workers in the organizations and enhance their capabilities to share and transfer knowledge. Also the process of knowledge sharing is the first step in the process of using knowledge and the step presented to it. Knowledge sharing here means the way in which knowledge is communicated by appropriate mechanisms, and to the right person, in an appropriate form and cost.

Knowledge sharing provides information on tasks and knowledge to assist others and work in partnership with others to clear up troubles, create novel ideas, or put into practice guidelines or actions (Cummings, 2004). It should be noted that the process of knowledge sharing requires effective mechanisms, mechanisms that can be formal such as reports, training, official meetings, or informal ones such as informal dialogue, panels and meetings. Consequently, it is necessary to combine formal and informal mechanisms for the sharing and transfer of knowledge (Al-Alwani, 2006, 315).

Al-Taher (2012, 93) points out that knowledge sharing involves the transmission of implicit knowledge or explicit knowledge to individuals through communication and other means. Where the process of participation is carried out through two main processes: the process of exchange of knowledge (Exchange), and the process of socialization through social interactions in organizations (Socialization). The exchange of explicit knowledge facilitates its transfer and participation, while social processes apply to implicit knowledge.

Knowledge sharing is essentially the act of making knowledge available to others within the organization (Ipe, 2003). Knowledge sharing enables managers to maintain individual learning flow throughout the company and integrate it into practical application. It is very important to clarify that knowledge sharing can be classified as (knowledge donating; individuals responsibility and knowledge collecting; organizations' responsibility).

The current research is consisted with Van Den Hooff and De Ridder (2004) where knowledge sharing is classified into "knowledge donating—communicating to others what one's personal intellectual capital is; and knowledge

collecting–consulting colleagues in order to get them to share their intellectual capital”.

The researcher revealed that Knowledge Sharing refers to ensure that appropriate knowledge is accessible to those need it, at the appropriate time, and that it reaches as many people as possible in the organization. Knowledge sharing is "the third process of knowledge management", and relies on formal and informal mechanisms and methods. The formal methods are: reports, letters, correspondence, internal conferences and workshops of the organization, periodic reviews of the situation in the organization, internal publications, video and voice conversations, training and learning. Informal methods include: rotation, interpersonal relationships between staff, and work teams.

4.3 Social Media

Kaplan and Haenlein (2009, 63) defined social networking as "applications that enable users to connect by creating profiles, inviting friends and colleagues to access those profiles, and sending e-mail messages and instant messages between each other."

Social media is cleared as "forms of media that allow people to communicate and share information using the Internet or mobile phones," such as Facebook, Twitter and LinkedIn. Social media is "a collection of new types of online media, which distribute most or all of the uniqueness the subsequent: contribution, openness, conversation, group of people and interactions" (Wolmer, 2012).

Social media are quite different from traditional media. Where traditional media can direct their messages to one-way customers, social media focuses on conversations with a two-way communication type. Communications should aim at authenticity and participation; to become active users within social media. Social media do not develop new strategies in this context; they offer additional channels of communication with much potential (Kate, 2009).

In other research user-friendliness, instructiveness, openness and uncontrollability, velocity, and real-tameness have been mentioned to be the main characteristics of social media (Kaplan & Haenlain, 2009; Denyer et al, 2011; Kietzmann et al, 2011; Fournier & Avery, 2011). Also in other studies Social media can be showed as – "features, content, means, people and purpose" (Jalonen, 2014, 1372).

Finally, Social media are built to promote the creation of communities and communities. The easiest steps are to maximize the existing presence on the Internet. The next step is to increase brand awareness among employers; to involve all existing employees and their networks (Kate, 2009).

5. Previous Research

Thawatchai, Jitpaiboon, Qiannong, Gu, and Dothang, Truong (2016) study explored that Competitive priorities are vital dimensions that a business must hold to fulfill clients demands. The process of defining competitive priorities is evolving and changing over time according to a new business paradigm. Therefore, it is the right time to revisit the critical dimensions of competitive priority. The purpose of this study is three fold: "to identify and revise the critical dimensions of competitive priority"; "to assess the quality of competitive priority measures across studies based on different criteria"; "to confirm the relationship between several competitive priorities and organizational performance. The results show the different effects that competitive priorities have on organizational performance. Cost and quality priorities show evidence of strong effect size compared to the others".

Ghazali, Sulaiman, Zabidi, Omar and Alias (2016) study that aimed to study social media effects in educational sector. Therefore, this study is directed to explore other niche area on knowledge sharing environment where it will focused on the effects of social media on knowledge sharing among academia. Initially, literature review analysis was done to discover the potential factors that encourage academia to engage in social media. Ability to facilitate communication, idea generation and group establishment are the most cited reasons. Not only that, this paper will highlight the significance of performing this study. In conclusion, there is no doubt that social media do enhance and upgrading the knowledge sharing process thus assisting academia in their scholarly work.

Agbim and Idris (2015) study has empirically established that knowledge dissemination is significantly related to competitive advantage among hotels in Benue State, Nigeria. Thus, the sustained competitiveness among the hotels in Benue State could be attributed to the prevalence and unprecedented increase in the sharing and transfer of knowledge among well motivated knowledge workers within and between departments in the hotels, and between hotels through the use of ICT gadgets.

Gaal, Szabo, Kovacs and Csepregi (2015) survey that investigates how internal or external social media technologies are being used for knowledge sharing for the duration of work or for proficient development. The study was accomplished with the support of endeavor and institutions operating in Hungary from profit and

non-profit sectors, applying quantitative research methods. The results have shown that Hungarian organizations like better not to allow the usage of external social media; but where the employees are supported to reach these tools, high proportion of the people utilize them.

Al-Husseini and Elbeltagi (2015) study aimed to examine the impact of knowledge sharing on product innovation. The results realize that knowledge sharing is a basis of product innovation in Iraqi higher education environment. This article provides a theoretical background to information sharing and innovation literature and supports knowledge-based observation theory and quantitatively enhances the role of knowledge sharing in improving product creativity in higher education in Iraq. These results give a better understanding of how knowledge can lead to competitive advantage in Iraqi higher education. Knowledge sharing is "known to transfer individual experiences, knowledge, skills, expertise, and information into explicit and organizational assets for better innovation. Managing knowledge and sharing it, as a strategic resource is one of the foundational missiles that enable universities to enlarge their competitive advantage and chances of survival".

Meihami and Meihami (2014) Study investigated the role of knowledge management on competitive advantage in institutes. Knowledge is "a powerful tool that can change the world and innovations made possible". Knowledge management is an interdisciplinary business model with all aspects of knowledge creation, Coding, sharing and using knowledge to enhance learning and innovation in the context of the company is working. The results noted that knowledge management has an effect on the nature of the strategic advantage Knowledge management and competitive advantage, Productivity, Operational efficiency , Customer loyalty.

Khalil and Divine (2012) review explored the relationship between knowledge sharing and innovation capability, by experimenting the influence of individual, institutional and technological aspects on knowledge sharing. Knowledge sharing in any association is very crucial as this is the basis upon which ideas and processes are being implemented and that help management in decision making.

6. Study Model and Hypothesis

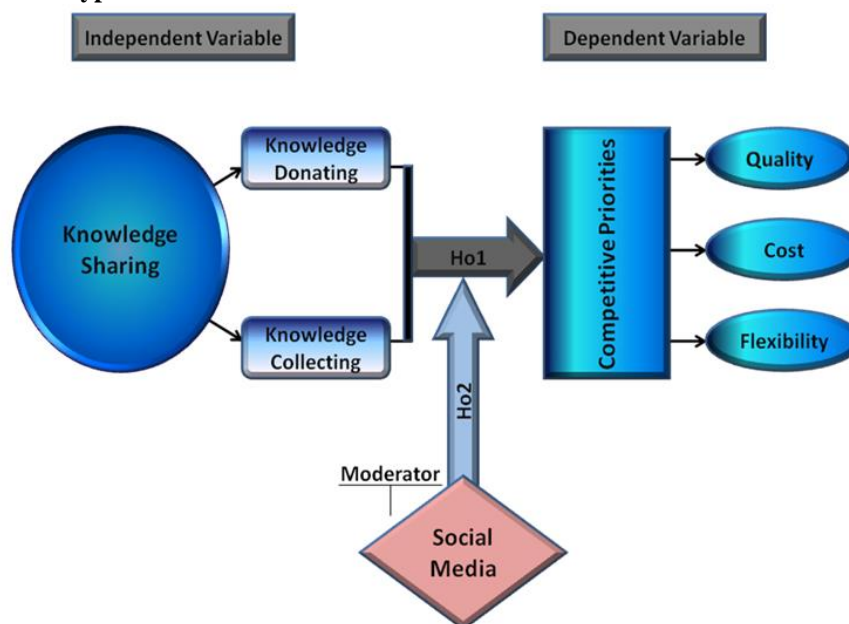


Figure 1. The proposed conceptual model of the research

Reference:

- ❖ Knowledge Sharing: (Ipe, 2003; Cummings, 2004).
- ❖ Competitive priorities: (Wheelen & Hunger, 2012; Phusavat & Kanchana, 2007).
- ❖ Social Media: (Postman, 2009).

H₀₁: "There is no a statistically significant impact at level ($\alpha \leq 0.05$) of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies".

H₀₂: "There is no a statistically significant impact at level ($\alpha \leq 0.05$) of social media on improving the impact of knowledge sharing on competitive priorities in Jordanian telecommunication companies".

7. Research Methodology

This study is descriptive, quantitative in sort, aiming to investigate the moderating impact of Social Media on improving the impact of Knowledge Sharing on Competitive Priorities in Jordanian telecommunication Companies. It starts with literature review that explores the variables of the study (Knowledge Sharing; Social Media; and Competitive Priorities). An Applied study has been designed to test the model. Data collection is based on a survey; a questionnaire was designed based on the theoretical framework variables. Answers were organized according to a Likert scale one-five.

7.1 Population and Sample

The population of the current study be composed of (3) Jordanian telecommunication companies at the main centers in Amman: (*Zain, Orange, and Umniah*); and the number of managers are (268) managers at the middle managerial level.

This study used equal stratified random sampling. To have a collection of the primary data a questionnaire survey was distributed to (150) managers at middle managerial level. Questionnaire was circulated to them, (140) questionnaire were returned and only (134) questionnaire were suitable for statistical examination which led to (88.7%) response rate (Sekaran & Bougie, 2010, 109).

7.2 Unit of Analysis

The research group comprises of all executives employed at the middle management level of Jordanian telecom companies located at the key centers of Amman: (*Zain, Orange and Umniah*).

7.3. Data Collection

❖ **Secondary data:** Data was obtained from a number of sources, such as papers, dissertation, thesis, documents, online databases relevant to the subject of the study. Various evidence and sources have been recorded under the American Psychological Association Scheme (APA , 2010).

❖ **Primary data:** The questionnaire has been designed to gather primary data on all survey variables and demographic features of the research population in Jordanian telecommunications firms.

7.4 Instrument of the Study

Questionnaire was adopted as the research survey mechanism; it comprised a set of statement which containing and measuring the variables of the current study. The responses were measured with a five-point Likert-type rating scale: "Strongly Agree = 5; Agree = 4; Neutral =3; Disagree= 2 and Strongly Disagree = 1".

7.4.1 Validity

In order to verify the reliability of the instrument (questionnaire), the validity technique was used and the method was reviewed by a group of 5 academic experts. The quality of the test elements was adequate from the specialist perspective of the professors. Modifications have been given the questionnaire on the basis of responses made from the advisors.

7.4.2 Reliability

To assess the instrument reliability, the internal consistency check was verified using "Cronbach Alfa" for consistency. The closer it is to 1 the greater the internal consistency is; accordingly, the results were statistically acceptable since the value is greater than 0.60 which is acceptable". All of the values of Cronbach Coefficient are above 0.60, hence we can approve that the instrument is consistent (Sekaran & Bougie, 2010, 184).

Table 1. The reliability coefficient

| Variables | No. of Items | Cronbach's Alpha |
|------------------------|--------------|------------------|
| Donating knowledge | 7 | .935 |
| Collecting knowledge | 7 | .914 |
| Competitive priorities | 10 | .911 |
| Social media | 6 | .897 |
| Total instrument | 30 | .918 |

Table (1) revealed that the alpha coefficient for all elements were roughly 0.60 per cent included in the present analysis. The average scores for all products ranged from 897 to 935. Consequently, the survey elements in the current analysis are mostly of fair acceptable reliability.

8. Data Analyzing

8.1 Respondent Profile

The next table (2) characterizes the demographic factors of the sample, including "gender , age and experience".

Table 2. Variance of the survey by demographic factors (n = 134)

| variable | category | frequency | percentage |
|---------------------|------------------------------|-----------|------------|
| "Gender" | Male | 101 | 75.9% |
| | Female | 33 | 23.9% |
| "Ag" | From 30 - less than 40 years | 6 | 4.5% |
| | From 40 - less than 50 years | 82 | 61.2% |
| | 50 years and above | 46 | 34.3% |
| "Experience" | Less than 5 years | 1 | 0.7% |
| | From 5- less than 10 years | 91 | 67.9% |
| | From 10- less than 15 years | 35 | 26.1% |
| | 15 years or more | 7 | 5.2% |

It is clear from the table that the males represent (75.9%) of the study sample, while the age category 40-less than 50 years are the largest by (61.2%), also the experience category (From 5- less than 10 years) shaped the greatest percentage (67.9%), this consists with the natural administrative pyramid in the Jordanian telecommunication companies, and consists with the study's unit analysis (middle management level).

8.2 Testing the Hypothesis

HO1: "There is no a statistically significant impact at level ($\alpha \leq 0.05$) of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies".

To check this hypothesis, the researcher applies "the multiple regression analysis" to confirm the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies.

Table 3. Multiple regression analysis

| Dependent variable | (R) | (R ²) | F Cal. | DF | Sig* | Sub-Ind. variables | B | T Cal. | Sig* |
|------------------------|-------|-------------------|--------|----|-------|--------------------|-------|--------|-------|
| Competitive Priorities | 0.829 | 0.687 | 70.657 | 2 | 0.000 | Donating K | 0.227 | 2.866 | 0.005 |
| | | | | | | Collecting K | 0.776 | 14.196 | 0.000 |

* "The impact is significant at level ($\alpha \leq 0.05$)"

The results of Table no. (3) indicate that the correlation coefficient (R = 0.829) indicates the strong positive relationship between Competitive Priorities in the independent variables and the dependent variable, and the effect of the independent variables (Knowledge Sharing) on the dependent variable (Competitive Priorities) is a statistically significant effect. The calculated F value is (70.657), with a significant level of (Sig = 0.000), which is less than 0.05, as it appeared that the value of the coefficient of determination (R² = 0.687) indicates that (68.7%) of the variance in (Competitive Priorities) can be explained through the variance in (Knowledge Sharing) combined.

As for the coefficient table, it showed that the value of B when (Donating Knowledge) reached (0.227 and that the value of t was (2.866), and with a significance level (Sig = 0.005), which indicates that the parameter is significant. And that the value of B when (Collecting Knowledge) reached (0.776), and that the value of t was (14.196), and with a significance level (Sig = 0.000), which indicates that this parameter is significant.

Based on the foregoing, we cannot accept the first main hypothesis and accept the alternative hypothesis that:

"There is a statistically significant impact at level ($\alpha \leq 0.05$) of knowledge sharing (Donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies".

HO2: "There is no a statistically significant impact at level ($\alpha \leq 0.05$) of social media on improving the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies".

To check this hypothesis, the researcher applies "the multiple hierarchical regression analysis" to confirm the impact of social media on improving the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies.

Table 4. Multiple hierarchical regression analysis

| Dependent V | Independent-variables | First step | | | Second step | | |
|-------------------------------|-----------------------------------|--------------|---------------|--------------|--------------|---------------|--------------|
| | | β | t | Sig. | β | t | Sig. |
| | Donating K | 0.227 | 2.866 | 0.005 | 0.041 | 0.541 | 0.008 |
| | Collecting K | 0.776 | 14.196 | 0.000 | 0.574 | 6.033 | 0.000 |
| Competitive Priorities | Social media-Moderating V | | | | 0.455 | 6.418 | 0.000 |
| | R | | 0.829 | | | 0.873 | |
| | R2 | | 0.687 | | | 0.863 | |
| | R2Δ | | 0.687 | | | 0.176 | |
| | FΔ | | 70.657 | | | 85.101 | |
| | F Δ Sig. | | 0.000 | | | 0.000 | |

* "The impact is significant at level ($\alpha \leq 0.05$)"

Table No. (4) displays the results of the hierarchical regression based on two models, as the results of the first model based on the first step reflected the presence of a statistically significant effect of the dimensions of (Knowledge Sharing) combined on (Competitive Priorities), where the value of ($F = 70.657$) And with the level of significance ($\text{Sig } \Delta F = 0.000$), which is less than 0.05, and the value of the coefficient of determination ($R^2 = 0.687$), and this indicates that the dimensions of (Knowledge Sharing) combined explain (68.7%) of the variance in (Competitive Priorities).

In the second step, a variable (Social Media) was introduced to the regression model as moderator, where the value of the coefficient of determination R^2 increased by (17.6%), and this ratio is statistically significant as the value of ($F = 85.101$) and the level of significance ($\text{Sig } \Delta F = 0.000$), which is less From 0.05, as was the value of ($B = 0.455$) at (Social Media), and the level of significance ($\text{Sig } t = 0.000$), and this confirms the difference in the significance of the dimensions of Knowledge Sharing on Competitive Priorities according to the difference in Social Media. Accordingly, we conclude that: "There is a statistically significant impact at level ($\alpha \leq 0.05$) of social media on improving the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies)".

9. Discussion

The main purpose of the present paper is to examine the impact of knowledge sharing on competitive priorities and the moderating role of social media in Jordanian telecommunication companies. Inclusive, the findings gave a high match for the data and two assumptions were endorsed.

The most prominent impact of competitive priorities and information sharing was clarified (64.3 per cent) by the resulting variation in competitive priorities. These results have shown that the use of knowledge sharing will help to strengthen the competitive priorities of Jordanian telecommunications companies. This result is similar to previous studies done by Ghazali, Sulaiman, Zabidi, Omar & Alias; Khalil & Divine; Meihami & Meihami Study.

Knowledge management (KM) has already been postulated as a vital source of sustained competitive advantage organizational advantage. Through establishing a diverse capacity to exploit intangible property, the company is assumed to be allowed to adapt in an creative way to a dynamic world. Conversely, the study sources of radical innovation, on the one side, and KM, on the other, have also been remarkably distinct in the last years.

Awareness is a distinctive marketing resource which demonstrates a sustainable competitive advantage in a dynamic and competitive market. (Davenport & Prusak, 1998). In order to achieve a competitive advantage, it is imperative, but not appropriate, for organisations to rely on hiring and training programs that concentrate on hiring workers that have unique expertise, talents, skills or qualifications or on encouraging workers to enhance them (Brown & Duguid, 1991).

Institutions also should understand how and where to transmit experience and information from professionals who have it to newcomers who have to know it (Hinds, Patterson, & Pfeffer, 2001). In other words, companies ought to

promote and make it more efficient use of knowledge-based tools which also exist within the enterprise (Damodaran & Olphert, 2000; Davenport & Prusak, 1998).

Thus, this finding coincides with the Al-Husseini & Elbeltagi (2015) report, which aimed to investigate the effect of sharing knowledge on innovative products and confirmed that sharing knowledge is the foundation of product innovation in the Iraqi higher education context.

The study observed that the explanation for the strong consensus is the exchange of productivity in knowledge management, and turns human expertise into organizational capabilities.

Hypothesis test results showed the presence of significant impact of social media on improving the effect the impact of knowledge sharing on competitive priorities in Jordanian telecommunication companies, There is a statistically significant impact at level ($\alpha \leq 0.05$) of social media on improving the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies. The value of the determination coefficient increased from (68.7%) to (86.3%).

This result consists with Gaal, Szabo, Kovacs & Csepregi (2015) survey that investigates how internal or external social media equipments are being used for knowledge sharing throughout work or for professional development.

10. Conclusion

This manuscript has revealed that knowledge sharing has considerable and leading effect to competitive priorities. The researcher also recommended that Jordanian telecommunication companies ought to address more on knowledge sharing activities when setting its strategies.

The importance of knowledge processes (especially knowledge sharing) is suitably recognized. Knowledge management can impact organizations and organizational performance at several levels: "*people, processes, products, and the overall organizational performance*". It is important to note that knowledge sharing as a process of knowledge management can impact organizations in two main ways. Firstly, knowledge sharing can aid create knowledge, which can then contribute to improve performance of organizations along these four dimensions. Secondly, knowledge sharing can directly set off perfections along these four dimensions.

Knowledge sharing as a process of knowledge management can impact on competitive priorities. Generally, knowledge can enable the organizations to develop and exploit other tangible and intangible resources better than their competitors. Knowledge can also enable organizations to become more effective by helping them to select and perform the most appropriate processes.

Knowledge sharing can generate knowledge which contributes to economics of scale and scope; this contribution can impact on (*cost*) via refining the organization's capacity to build and leverage knowledge related to products.

11. Recommendations & Study Limitations

11.1 Recommendations

The study recommends Jordanian telecommunication companies to capitalize knowledge sharing and to use social media; which lead to sustain competitive priorities which are the main strengths for long survival. The examiner anticipate that the conclusion of this study will lend a hand the executives, and firms to justify further investment and effort in improving knowledge sharing and infrastructure. As well, this study could make available better thoughtful to the decision makers on the significant role of knowledge sharing and social media in relation to competitive priorities.

11.2 Study Limitations

The study considered only executives working at middle level management in Jordanian telecommunications companies in Amman- Jordan. In addition, this study carried out on Jordanian telecommunications companies, so "generalizing the results of these companies on other industry is questionable!".

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