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

Khaled Mahmoud Al-Shawabkeh  

1Business and Finance Faculty, The World Islamic Science and Education University (WISE), P.O Box 1101, Postal Code 11947, Amman, Jordan

Correspondence: Khaled Mahmoud Al-Shawabkeh, Business and Finance Faculty, The World Islamic Science and Education University (WISE), P.O Box 1101, Postal Code 11947, Amman, Jordan.

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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 the role of 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. To collect the primary data a questionnaire survey was distributed to (134) managers. The questionnaire consisted of (30) items of close ended response type.

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 sector today is facing global challenges from a dynamic environment characterized by rapid technological changes. Jordanian telecommunication companies need to develop their capabilities and respond to these demands like business organizations. As the world increasingly moves towards competition, knowledge and sharing it are recognized the most significant resource for competitive priorities.

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 described as a process of communication whereby two or more parties are involved in the transfer of knowledge. This is a process that involves the provision of knowledge by a source, followed by the interpretation of the communication by one or more recipients. In other words, knowledge sharing can be referred as a social interaction 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 group of Internet-based applications. This new generation of web consists of variety of services such as wikis, weblogs, social networking sites (e.g. Facebook and Twitter). 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 purpose of this study is to study the impact of knowledge sharing (donating knowledge and collecting knowledge) 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 identify 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 section discusses two folds in which the current study is important. 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 mentioned 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 considered as a key driver of economic growth, through the availability of Information and communication technology. In addition to the importance of gaining qualified and highly skilled human resources. 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 research problem can be summarized in the main following 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 create develop and maintain a competitive advantage. Competitive priorities are defined 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 reached that companies compete in the marketplace by virtue of one or more of the following competitive priorities: Quality; Lead-time; Cost; and Flexibility. Many authors and practitioners have added to and adapted this list over the years. 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 firms are able to sustain their competitive advantage for many years, but most find that competitive advantage erodes over time. “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.” Consequently, a company or business unit must constantly work to improve its competitive advantage. It is not enough to be just the lowest-cost competitor. Through continuous improvement programs, competitors are usually working to lower their costs as well. Firms must find new ways not only to reduce costs further but also to add value to the product or service being provided (Wheelen & Hunger, 2012, 191).

Phusavat and Kanchana (2007) identify six criteria which act as competitive priorities: quality, cost, delivery, flexibility, customer focus and know-how. The current study pointed three of them to fit and consistence 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 of employs the customer’s perspective in defining quality; it is the customer who decides what goods or services best satisfy his/her needs. Quality defines as excellence, value, conformance to specifications and meeting or exceeding customers’ expectations. Most studies identify eight dimensions for quality as: performance, features, reliability, conformance, durability, serviceability, aesthetics and perceived quality. These dimensions match the customer perspective. Thus, quality is clearly viewed as a main source of competitive advantage, by meeting customer requirements.

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) indicates that low cost manufacturing is the priority when profit margins are low. The logic behind linking a cost leadership strategy to competitive advantage, 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

Organizational environment changes rapidly, Including customer needs and expectations, the ability to easily absorb these changes can be a winning strategy. There are two dimensions of flexibility: one is the ability to offer a wide range of products, and customize them to the unique needs of customers. 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 many dimensions of flexibility: Material quality; Output quality; New product; Modification; Deliverability; Volume; Product mix; and Resource mix (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". Three important clarifications are in order. First, knowledge sharing means effective transfer, so that the recipient of knowledge can understand it well enough to act on it. Second, what is shared is knowledge instead of recommendations based on the knowledge. Third, knowledge sharing may take place across individuals as well as across groups, departments, or organizations.

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).

There are many factors that affect knowledge sharing in organizations 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 refers to the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures (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 sites 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 defined 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 share most or all of the characteristics. The following: participation, openness, conversation, community and communication (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, interactivity, openness and uncontrollability, velocity, and real-tameness have been mentioned to be the main characteristics of social media (Kaplan & Haenlein, 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 critical dimensions that a business must possess to satisfy clients. 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.

Aghim 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 during work or for professional development. The study was accomplished with the help of enterprises and institutions operating in Hungary from profit and non-profit sectors, applying quantitative research methods. The results have shown that Hungarian organizations prefer 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 found that knowledge sharing is a basis of product innovation in Iraqi higher education environment. This paper makes a theoretical contribution to the literature on knowledge sharing and innovation, and provides support for the knowledge-based view theory and empirically strengthens the role knowledge sharing plays in enhancing product innovation in Iraqi higher education. 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 weapons that enable universities to increase their competitive advantage and chances of survival.

Meihami and Meihami (2014) study investigated the impact of knowledge management on competitive advantage in organizations. 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 study found that knowledge management has an impact on the surface of the competitive advantage's Knowledge management and competitive advantage, Innovation, Organizational performance, Customer satisfaction.

Khalil and Divine (2012) study explored the relationship between knowledge sharing and innovation capability, by examining the influence of individual, organizational and technological factors on knowledge sharing. Knowledge sharing in any organization is very important as this is the basis upon which ideas and processes are being implemented and that help management in decision making. An understanding of these knowledge sharing enablers will help organizations capitalize on them, to positively influence their innovation capability. In this study, within the UAE context, the relationship between the variables in the proposed model and specifically knowledge collecting and donating had either weak or no significant importance at least to the individuals that were surveyed. Use of ICT had the strongest relationship that may enhance innovation capabilities of firms. Further investigation is required to examine the factors that prohibit knowledge collecting and sharing within UAE organizations.

6. Study Model and Hypothesis

Reference: prepared by the researcher, depending on:

- 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 (α≤ 0.05) of knowledge sharing (donating knowledge
and collecting knowledge) on competitive priorities in Jordanian telecommunication companies.

**H$_0$2:** There is no a statistically significant impact at level (α ≤ 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 nature, 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 consists 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 collect the primary data a questionnaire survey was distributed to (150) managers at middle managerial level. Questionnaires were distributed to them, out of which (140) questionnaire were returned and only (134) questionnaire were suitable for statistical analysis which led to (88.7%) response rate (Sekaran & Bougie, 2010, 109).

7.2 **Unit of Analysis**

The unit of analysis consists of all managers who are located in the middle managerial level in Jordanian telecommunication companies at the main centers in Amman: (Zain, Orange, and Umniah).

7.3 **Data Collection**

- **Secondary data:** Data was collected from different sources such as journals, researches, thesis, articles, books, and the internet that related to the study’s topic. The different data and references were documented according to the American Psychological Association system (APA, 2010).
- **Primary data:** A questionnaire was designed to collect primary data about all the study’s variables and demographic characteristics of the study’s sample in Jordanian telecommunication companies.

7.4 **Instrument of the Study**

Questionnaire was used as the research survey instrument; it comprised a set of statements which covering 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**

To ensure the validity of the instrument (questionnaire) the face validity method were used and the instrument was assessed by a group of five academic specialists. Validity of questionnaire items was satisfactory according to the expert view point of the academics. Revisions were made to the questionnaire based on the comments received from the experts. After considering their suggestions, a final form of the questionnaire was developed.

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>
<thead>
<tr>
<th>Variables</th>
<th>No. of Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donating knowledge</td>
<td>7</td>
<td>.935</td>
</tr>
<tr>
<td>Collecting knowledge</td>
<td>7</td>
<td>.914</td>
</tr>
<tr>
<td>Competitive priorities</td>
<td>10</td>
<td>.911</td>
</tr>
<tr>
<td>Social media</td>
<td>6</td>
<td>.897</td>
</tr>
<tr>
<td>Total instrument</td>
<td>30</td>
<td>.918</td>
</tr>
</tbody>
</table>

Table 1 showed that reliability coefficients for all items were about 0.60% used in the current study. The reliability coefficients for all the items ranged from (897 to 935). Hence, the current study's questionnaire items were all of reasonable satisfactory reliability.
8. Data Analysis and Testing the Hypothesis

8.1 Respondent Profile

The following table (2) presents the demographic variables of the study which includes (gender, age, Years of Experience).

<table>
<thead>
<tr>
<th>variable</th>
<th>category</th>
<th>frequency</th>
<th>percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>101</td>
<td>75.9%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>33</td>
<td>23.9%</td>
</tr>
<tr>
<td>Age</td>
<td>From 30 - less than 40 years</td>
<td>6</td>
<td>4.5%</td>
</tr>
<tr>
<td></td>
<td>From 40 - less than 50 years</td>
<td>82</td>
<td>61.2%</td>
</tr>
<tr>
<td></td>
<td>50 years and above</td>
<td>46</td>
<td>34.3%</td>
</tr>
<tr>
<td>Experience</td>
<td>Less than 5 years</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td></td>
<td>From 5- less than 10 years</td>
<td>91</td>
<td>67.9%</td>
</tr>
<tr>
<td></td>
<td>From 10- less than 15 years</td>
<td>35</td>
<td>26.1%</td>
</tr>
<tr>
<td></td>
<td>15 years or more</td>
<td>7</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

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) formed 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 test this hypothesis, the researcher uses the multiple regression analysis to ensure the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies.

<table>
<thead>
<tr>
<th>Dependent variable</th>
<th>(R)</th>
<th>(R(^2))</th>
<th>F Cal.</th>
<th>DF</th>
<th>Sig*</th>
<th>Sub-Ind. variables</th>
<th>B</th>
<th>T Cal.</th>
<th>Sig*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Priorities</td>
<td>0.829</td>
<td>0.687</td>
<td>70.657</td>
<td>2</td>
<td>0.000</td>
<td>Donating K</td>
<td>0.227</td>
<td>2.866</td>
<td>0.005</td>
</tr>
<tr>
<td>Collecting K</td>
<td>0.776</td>
<td></td>
<td>14.196</td>
<td></td>
<td>0.000</td>
<td>Collecting K</td>
<td>0.776</td>
<td></td>
<td>0.000</td>
</tr>
</tbody>
</table>

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

Table 3 shows that the impact of knowledge sharing (donating knowledge and collecting knowledge) on competitive priorities in Jordanian telecommunication companies. The regression model achieve a high degree of fit, as reflected by “R” (0.829) and “R2” value(0.687), which asserted that (68.7%) of the explained variation on competitive priorities in Jordanian telecommunication companies can be accounted for knowledge sharing (Donating Knowledge and Collecting Knowledge).

As well as Table (3) shows that the analysis of variance of the fitted regression equation is significant with Analysis of variance Show that (F= 70.657), with (Sig. = 0.000), on (DF= 2), which means that a significant regression. It is seen from the Coefficient table that (beta = .227), (t= 2.866), at (Sig. = 0 .005) for Donating Knowledge, and from Collecting Knowledge (beta =.776), (t= 14.196), at (Sig. =0 .00), this confirms that A significant Coefficient, for knowledge sharing. Since (\( \alpha \leq 0.05 \)), it shows a statistically significant impact between the variables at (0.95) confidence level.

This further supported the study's first alternate hypothesis: 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 test this hypothesis, the researcher uses the multiple hierarchical regression analysis to ensure 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

<table>
<thead>
<tr>
<th>Dependent V</th>
<th>Independent variables</th>
<th>First step</th>
<th>Second step</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>β t</td>
<td>β t</td>
</tr>
<tr>
<td>Donating K</td>
<td></td>
<td>0.227 2.866 0.005</td>
<td>0.041 0.541 0.008</td>
</tr>
<tr>
<td>Collecting K</td>
<td></td>
<td>0.776 14.196 0.000</td>
<td>0.574 6.033 0.000</td>
</tr>
</tbody>
</table>

Competitive Priorities

<table>
<thead>
<tr>
<th>Social media-Moderating V</th>
<th>R 0.829</th>
<th>0.873</th>
</tr>
</thead>
<tbody>
<tr>
<td>R2</td>
<td>0.687</td>
<td>0.863</td>
</tr>
<tr>
<td>R2Δ</td>
<td>0.687</td>
<td>0.176</td>
</tr>
<tr>
<td>FA</td>
<td>70.657</td>
<td>85.101</td>
</tr>
<tr>
<td>F Δ Sig.</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

*The impact is significant at level (α≤0.05)*

The table shows (4) results of the Hierarchical Multiple Regression based on two models, since the results of the first model reflected on the first step, the presence of the effect with statistical significance of the independent variables represent by (knowledge sharing dimensions) together on competitive priorities, since F value= (70.657) with significance level Sig F= 0.000, which is less than (0.05), and determination coefficient (R2=0.687) indicates that (knowledge sharing dimensions) collectively explained (68.7%) of the resulting variance in the (competitive priorities).

In the second step: (social media) variable is inserted in the regression model, R2 value increased by (17.6%), this percentage with statistical significance, since ΔF value = 85.101, and (Sig ΔF=0.000) which is less than (0.05), and (β=0.455) at (social media) and (t=6.418), with (Sig = 0.000) this confirms the significance effect of social media on improving the effect of knowledge sharing on competitive priorities, since the total variance explanation percentage improved by (17.6%) to raise from (68.7%) to (86.3%). So, rejecting the second null hypothesis and accepting the alternative hypothesis, this states: (There is a statistically significant impact at level (α≤ 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 this paper is to examine the impact of knowledge sharing on competitive priorities and the moderating role of social media in Jordanian telecommunication companies. Overall, the results indicated a good fit to the data and two hypotheses were supported.

Competitive priorities, and sharing knowledge had the most prominent effect, since it explained (64.3%) of the resulting variance in competitive priorities. These results showed that the use of knowledge sharing will contribute to enhancing competitive priorities in Jordanian telecommunication companies. This result is similar to previous studies done by Ghazali, Sulaiman, Zabidi, Omar & Alias; Khalil & Divine; Meihami & Meihami Study

Knowledge management (KM) has long been theorized as an important source of organizational competitive advantage. By developing dynamic capability of leveraging intellectual assets, an organization is expected to be able to innovatively respond to changing environment. However, the research streams of creativity and innovation on one hand and KM on the other hand have been surprisingly separate over the last decades.

Knowledge is a critical organizational resource that provides a sustainable competitive advantage in a competitive and dynamic economy (Davenport & Prusak, 1998). To gain a competitive advantage it is necessary but insufficient for organizations to rely on staffing and training systems that focus on selecting employees who have specific knowledge, skills, abilities, or competencies or helping employees acquire them (Brown & Duguid, 1991).

Organizations must also consider how to transfer expertise and knowledge from experts who have it to novices who need to know (Hinds, Patterson, & Pfeffer, 2001). That is, organizations need to emphasize and more effectively exploit knowledge-based resources that already exist within the organization (Damodaran & Olphert, 2000; Davenport & Prusak, 1998).

So, this result agrees with Al-Husseini & Elbeltagi (2015) study that aimed to examine the impact of knowledge sharing on product innovation and found that knowledge sharing is a basis of product innovation in Iraqi higher
education environment, also agreed with Meihami & Meihami (2014) Study investigated the effect of knowledge management on competitive advantage in firms and Organizations. Knowledge is a powerful tool that can change the world and innovations made possible.

The researcher declares that the reason for the great agreement is due to the knowledge management sharing effectiveness, which transforms individual knowledge into organizational knowledge.

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 (α ≤ 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 technologies are being used for knowledge sharing during work or for professional development.

10. Conclusion
This research revealed that knowledge sharing has significant and influential effect to competitive priorities. The researcher also recommended that Jordanian telecommunication companies should focus more on knowledge sharing activities when setting its strategies.

The importance of knowledge processes (especially knowledge sharing) is well 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. First, knowledge sharing can help create knowledge, which can then contribute to improve performance of organizations along these four dimensions. Second, knowledge sharing can directly cause improvements 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) by improving the organization's ability to create 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 researcher hope that the outcome of this study will assist the managers, and business to justify further investment and effort in improving knowledge sharing and infrastructure. In addition, this study could provide better understanding 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 managers working at middle level management in Jordanian telecommunications companies located in Amman- Jordan. In addition, this study carried out on Jordanian telecommunications companies, so generalizing the results of these companies on other industry are questionable.

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