

THE ROLE OF KNOWLEDGE MANAGEMENT PROCESS AND INTELLECTUAL CAPITAL AS TRANSITIONAL VARIABLES BETWEEN KNOWLEDGE MANAGEMENT INFRASTRUCTURE AND ORGANIZATION PERFORMANCE

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ABSTRACT

The aim of this study was to assess the interconnections of knowledge management systems, knowledge management mechanism, intellectual capital, and organizational efficiency. While organizations make extensive use of knowledge management technology, it has not been thoroughly researched to achieve their optimum financial and non-financial efficiency. Organizations therefore need to maximize their performance by maximizing the capacity to handle information through the transfer of human properties, from tangible to intangible wealth, where the new market passes. This thesis has followed a positivistic theory and deductive method in order to achieve this research's main objective. In addition, the study used a quantitative approach, since the causal relationship between variables is investigated. In order to check a convenience sample of food industry workers in Jordan, a questionnaire-based survey was conceived. Surveyed data were examined following modelling procedures for structural equation. The research illustrates the possible benefits to the food industry market in Jordan of the application of information management, intellectual capital and organizational productivity skills. The results showed that WMT has a positive effect on the information management method. This also provides recommendations for future studies. The approach of management of knowledge also has a positive impact on ICO and the management of the relationship between information management systems and productive capacity. Nevertheless, the system for information management did not favorably align with success of the company. The present faultless is structured to enable administrators and decision-makers to improve their organization skills and financial and non-financial success of their company by leveraging the framework for organizational information management and approaches to intellectual capital.

KEYWORDS: *Knowledge Management Process, Knowledge Management Infrastructure, Intellectual Capital, Organization Presentation*

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INTRODUCTION

Because of the complexities of the market climate and the strength of opposition, companies recognized that the importance of insubstantial assets is a vital determinant of the success of the organization. Intellectual capital basis of originality and modernization, and unique of the most important factor for the success of organizations, particularly originator and method for growth & progress. This involves companies pursuing a competitive edge in attracting intellectual wealth and trying to grow and preserve it in such a way as to differentiate it from rivals in order to

make sure its longevity and permanence. Scholars concluded that companies need to be innovative and higher in their proposals for achieving the desired quality by intellectual resources and offering successful solutions to current and future problems. In reality, organizations need to understand market processes, implement new approaches for economic transparency, handle the information rebellion requirements through the implementation of realistic method and performs, distillate on academic capital through fragmentation, grow and maintain them in order to possess intangible capitals[1].

Technology is becoming increasingly relevant around the globe recently. The role of education as a core wealth unit therefore depends on individuals' innovative abilities, experience and capacity for new knowledge. The momentum and loyalty to the human component, ideals, beliefs and abilities have become one of the most effective, stronger and recognized factors in the management of the entire project. Awareness is seen as the core strategic tools for the sustainability, prosperity, development and transition of organizations. Information management can allow organizations to compete efficiently with other partner organizations by exchanging data and learning the goods, facilities, strategies and best practices of their competitors. The knowledge management program also allows companies create, understand and use knowledge-based tools to develop new information through departments[2].

In addition, "Organizational performance mentions to organizations' aptitude to encounter the requirements of their stakeholders and their own survival needs." Organizations are working to develop innovative approaches that exploit business Opportunities by their willingness to leverage their wealth. The performance of companies depends on the immaterial Supply such as productive information and intellectual capital growth, not just on corporate tangible resources; The organization's success is rather linked to its ability to discover and create new information that can be used in innovation and in achieving its objectives[3].

Many researchers have exposed the association among investment structure and information sharing and its influence. Several researchers have demonstrated the correlation between capital structure and information sharing and its effects on employee productivity but have overlooked the influence of knowledge management solutions on knowledge management and the growth and enhancement of knowledge management and production capability aggregation. On employee effectiveness; though, persons educations have unnoticed the effect of knowledge management solutions in development and enhancing knowledge organization and the aggregation of productive capacity. Hence, the key areas experiment was (1) To explore the link among the data resources of the company as part of information and intellectual capital management processes. The paper has been written as follows. It starts with related research and earlier studies in information management, technology, human resources and organizational performance processes. The theoretical context and hypotheses creation are then presented. Next it describes the approach for the study. After that, the results from the study are discussed. Eventually, it addresses research topics, consequences, drawbacks, and directions for future study[4].

Knowledge Management Infrastructure (KI)

Infrastructure for knowledge management is measured a prerequisite for improving knowledge management processes within an enterprise. Signifies the organization's Knowledge and sequence management long-term basis. The communication of knowledge management is characterized as the process of formation and generation of knowledge within the organization for the production of information. Infrastructure for information management has been described as the environment of the organization from which acquaintance is obtained, retrieved, applied, confined, and stored to make it easy to use[5].[6].

Organizational Culture (OC)

The structure and actions regulating the work of the organization's workers is known as an organizational culture. It is known as corporate principles and is adopted by its leaders, who learn how to deal with problems and learn the right strategies for problem solving from new employees. Organizational contexts are often referred to as a set of human resources laws, principles, structures and opinions that affect the thought and decision-making of the organization. Organizational culture is the standard that offers guidelines for the attitude and actions of individuals within an organization. Organizational culture is therefore of great significance because it significantly affects the criteria of performance. Such standards include customer service, performance, creativity, and quality and product reliability. Hence, information on how organizational culture promotes knowledge management processes is needed. Organizational culture is seen as a key factor in organizations building and improving acquaintance management as it impacts on how workers learn, develop and exchange information[7].

It Infrastructure (IT)

Researchers and experts believe that the most important IT infrastructure in information management is that. In terms of at the bottom of and promoting knowledge creation, storage, dissemination, sharing, and implementation, it is understoodcritical factor in building knowledge organizationproceduresadditional effective. IT infrastructure involves a range of hardware as well as software that encourages and assists in delivering technical Power that leads to the transfer of information from one unit to another and contributes to data collection when necessary. The information technology enables users to have access to the expertise required and enables users, in particular experts, to improve contact. IT also has the skills to store , manage and gather knowledge The resources support civic activities and programs, from side to side the use of databases for knowledge management[8].

Organizational Structure (OS)

Knowledge management relies strongly on the assembly of the organization. Organizational structure has been defined as the structured distribution of job duties, functions, obligations and authorities within the distribution and division of duties, growth of program events and the identification of the expert shall be the responsibility of an organization, including strategies, processes, organizational relationships and sector boundaries. The scope of the organization's promotion of communication activities is referred. The culture of organization comprises two dimensions: centralizing and regulating decision-makers within the organization; and formalizing the standard rubrics, events and standards leading the professional interactions and choices. The corporate culture [9].

Knowledge Management Process (KP)

For modern organizations, information is measured one of the most important assets. Initially, it suggests that in the past, the global knowledge industry has been dealing with products, data and raw resources whose ideas have been turned into their devices by human minds. Consciousness is a great benefit for citizens and organizations alike. It is a vital and efficient way for companies to carry out their research and work to reach their aims in an efficient manner. In addition, information generates and turns inventions into goods and processes.Knowledge management (KM) could simply be characterized as "making the most of knowledge resources" and the KM could be represented as transmitting correct knowledge to the correctbeing at the correctperiod to assist persons in sharing info and improving their group, as well as implementing modern methods that build individuals' ability to generate and enhance knowledge. It has a vital growth

aspect, in addition to the personal time and manpower. It's also a source of organizational excellence, and a cornerstone for their development and prosperity. Alternatively, KM was described as the systems that allow the organization gain, coordinate, start [9].

Knowledge Generation (KG)

Information generation is reflected in all of the processes an entity tries to generate and gain knowledge from it, be it explicit or implicit knowledge. The development of knowledge is the relationship between overt and implicit knowledge resulting in new knowledge. Knowledge generation requires creating new information or removing the implicit and explicit information of the organization's current content. Information is developed, exchanged, reinforced, expanded and justified in organizational settings finished social and collective procedures as well as the reasoning procedures of individuals. The concept of Nonaka & Takeuchi, the shared transfer of implicit and explicit information is a mechanism of four-dimensions. The following are: "Socialization, exchange of tacit information to new non-talk able knowledge, such as sharing experiences between members of an association; externalization, transport of tacit information into new unequivocal data, such as documenting best experience; mingling, adapting explicit knowledge in new explicit information, such as paper reviews and data in this field.[10].

Knowledge Storage (KS)

It is not enough to create and gain new information for the purposes of decision taking. It requires mechanisms to Store it and, if possible, get it out. Information storage means "keeping up to date, acquired and produced information on properly indexed and connected knowledge databases." Knowledge storing denotes to continued collection and knowledge management in administrative remembrance and knowledge centers. It includes a continuous refresh of organizational memory and enhancement of communication resources to promote employee access. This phase also contains all actions that permit users to easily store, update obtain information. Knowledge must be collected and organized by organizations, making it more available and distributable. The performance may be increased by merging or incorporating information, and reducing redundancy[11].

Knowledge Sharing (KR)

Knowledge sharing mechanism is a substantial constituent of knowledge management performance. The proper management and usage of information assets is also important. KR also has a direct influence on other knowledge processes, such as integration and knowledge building. The sharing process contributes to the tacit and explicit knowledge exchange among the target populations and to the development of new knowledge. Knowledge sharing could be described as a specific process for spreading, transferring and exchanging knowledge between employees within the organization. It is also the foundation on which to create and generate new information. Knowledge sharing refers to the mechanism by which individuals exchange experiences and knowledge among themselves, thereby increasing the resources of the organization and minimizing time-loss in trial and fault[12].

Intellectual Capital (IC)

Intellectual capital is among the most important topics in today's economic climate for academics, consultants and stakeholders. This is understood as the core of the managerial cycle, as it plays a critical role in making organization more efficient and successful in all administrative aspects. This is also mainly focused on human intelligence, imagination, experience and useful skills. Stewart offers a detailed description of academic capital as the amalgamation of expertise,

info, intellectual possessions, and knowledge in an organization which can generate wealth and competitive benefits by each person[13].

Human Capital (HC)

Human capital is measured to become the maximum imperative ingredient of rational investment as it relies on the whole organization; human capital is claimed to be extremely vital for companies, as employee capacity is expressed in the efficiency of the company. Because of its position as source of creativity and strategic change it is very important to organizations. This is the amount of personnel expertise, information, experience, research, attitude, dedication, and insight that reflects the individual knowledge base of the company to achieve clear goals. This is often referred to as technical experience, qualifications, and employee understanding for enhancing the efficiency of organizations[14].

Structural Capital (SC)

The structural Management capability asset interest, daily activity, trademarks, trade marks, IPR rights, databases, software and hardware, information systems, the culture of organization, the picture of the associations and measures is determined by structural capital. It is organization glue that is structural capital. This is based on the organization's internal framework and its processes and events, guidelines and regulations, and so on. It is composite of all organizational information including competitive intelligence, process, method, strategies, processes, and databases. Structural resources includes all the non-human information storehouse, such as structures, databases[15].

Organization Performance (OP)

Organizational success in administrative study and business is one of the most studied subjects. This is a critical concern for both non-profit and profit generating organizations. Organizational success is perhaps the most critical criteria for Their behavior, and their environments determine organizations. Better organizational efficiency is a necessity aimed at the strategic management of the group to achieve optimum efficiency. Performance is an integral concept for all activities in all types of organizations. Corporate success is characterized by job quality, decision-making efficiency, change and growth in processes, staff relations with its members, diversity of services and goods, innovation, market sharing, Expertise in personnel and troubleshooting, new methods and latest strategies in product creation. To what extent the organization meets the requirements and desires for survival and growth is also called corporate success.[16].

Organizational success is the organization's the ability to admittance and maintain specific organizational capitals to attain their objectives and goals. Researchers believe that a performance assessment program is important to companies as it offers information about the efficiency of their activities within companies, helps formulate strategic strategies, and measures the achievement of organizational goals. Studies presented in the market environment in Jordan focused on assessing organizational efficiency on two key magnitudes: (1) pecuniarypresentation and (2) operativepresentation.

Financial Performance (FP)

Financial reporting has historically highly influenced performance evaluation which contributes to Many financial metrics are developing. The economic goals of the consequences of monetary and marketplacegages are called for achieving financial success. Furthermore, financial performance refers to a calculation of the improvement in an organization's financial state, or the financial results as a product of Executive choices implementation of those choicesthrough the company associates. Other financial metrics used commonly include profit margins, income from investments, equity

prices, inflation, expenses, returns on investment and revenue growth.[16]

Research Questions

This research aims to answer the following questions to attain certain goals:

- Does the management infrastructure influence the processes of knowledge management?
- Does technology information management influence the efficiency of the organization?
- Do processes of knowledge management impact performance in the organization?
- Does the performance of organizations affect intellectual capital?

METHODOLOGY

Design

A survey questionnaire is being used for the main purpose of the study to collect data on the identified variables. In this study, the questionnaire was divided into two sections. The first section deals with respondents' population, and the second with the variables selected: knowledge management infrastructure, intellectual capital and organizations' presentation. The questionnaire includes several elements for evaluating structures of the model. Such elements were chosen from prior empirical study. Minor modifications on these products were made to suit research background, the food industry in Jordan. According to previous studies the measurements were modified. The aspects of the framework for information management remained modified after the studies[17].

Sample

The food industry has a wide range of products on Jordan's local markets and is one of Jordan's most important industries. It is among the core elements of food protection in its attempts to increase the added value of the agriculture sector. There are 15 food establishments in this segment in the Jordan Chamber of Industry. Some of the 15 organizations have agreed to take part in this study. Constructed on the quality of the workers, the three organizations selected a convenience sample of 134 workers from all ranks. The research used the full sample to control all jobs at all levels of human resources. Throughout the information collection procedure, 134 questionnaires were given out and 12 of those were deemed insufficient due to specific answers. 124 accomplished surveys were therefore used to analyze the information.[18].

Instrument

The interrelationships among Knowledge Management Organization (KI), Intellectual Capital (IC), Knowledge Management Process (KP), and Organizational Performance (OP), as illustrated in Fig. 1, are considered in theory model. In the following subsections discuss the theory archetypal for the de-development of investigatetheories[18].

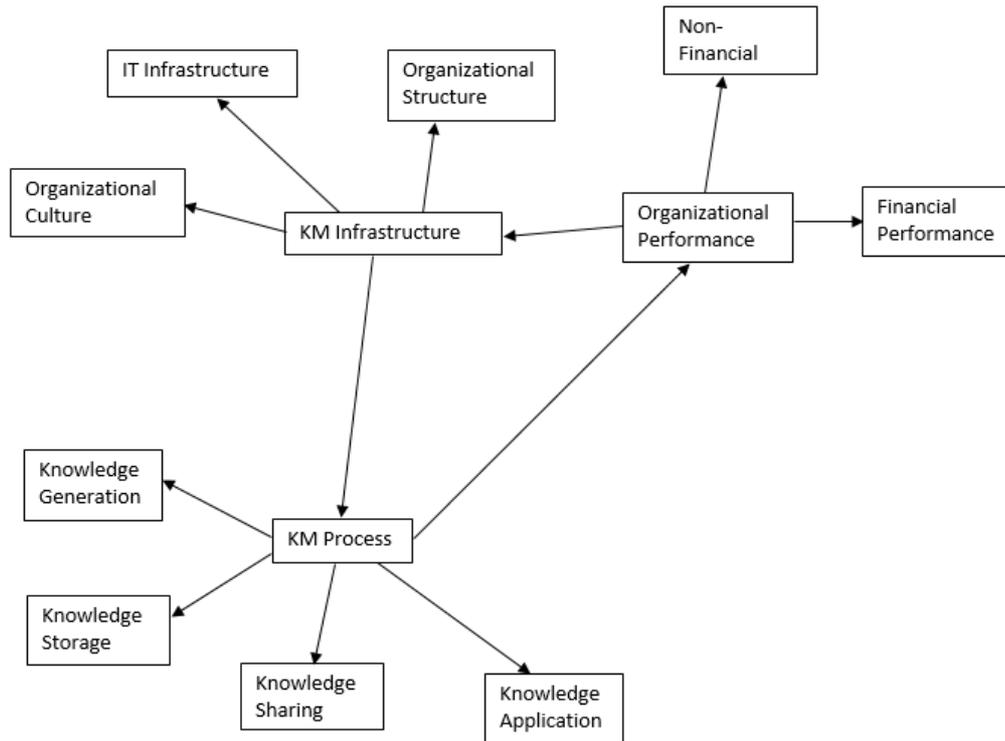


Figure 1: Research Model

Knowledge management equipment is the basis of expertise in processes that enhance the organization's knowledge generation, development, acquisition, testing, organization, use and dissemination and transform the organization in key Administrative experience, including decision-making, action preparation, studying and solving of problems. Infrastructure KM is the climate of the company the best way for organizations to do this easily is to create knowledge, share knowledge, use knowledge, protect knowledge and store knowledge, effectively, and efficiently perform KM systems, framework, and capabilities. The measurement of the efficiency and contribution of knowledge management to in many organizations, organizational success is an significant task that defines successful information management as to its positive effects. The corporation's knowledge base is generally regarded by way of the key influence in results. Information services have attracted organizations' attention in becoming one of the organization's most valuable strategic tools[19].

Data Collection

The demographic data of the study participants indicates that men are more than women. As shown in table 1. Many participants have 86.6% Baccalaureate, 68.3% have mid-level management considerations and 75.6% have 5-minus 10 years of expertise.[19].

Table 1: Explanation of Respondent Data

Demographic	Group	Regularity	Percentage
Gender	Females	53	3.9
	Males	72	58.7
	Total	133	99.9
Qualification	Graduation	129	89.6
	less or High School	15	12.4
	Total	113	99.8

Position	Top level organization	34	28.1
	Mid-level management	83	69.2
	Low level organization	2	3.3
	Total	143	99.98
Year of experience	More than 6 year	92	76.6
	Less than 6 years	31	25.4
	Total	113	99.7

RESULTS AND DISCUSSIONS

The cogency of the construction remained evaluated by means of investigative and assenting issue examines. Analysis of the investigative element was carried out using the process of promax rotation and main component analysis. All things of query at the same time were entered. Consequently, as initially anticipated, there were four distinct factors. Eigenvalues were greater than 1.0 for the four variables, respectively. To check the dependability of the constructs, Cronbach's α -coefficient remained used. The efficiency of building was satisfactory with a reasonable inner quality of $\alpha > 0.60$. The next step was to use Amos 20, based on the EFA output, to carry out confirmatory factor analyses (CFA). The total load was over 0.50 (Hair et al., 2010). In Appendix A, the elements of each measures are shown. Table.2 demonstrations correct catalogs for first-order buildings.[20].

Table 2: First Order Index Measurement Model Fit

Model	χ^2	df	p	χ^2 / df	GFI	CFI
Final Model	519.96	295	0.000	1.761	0.962	0.937

In addition, the standardized the coefficients provided additional evidence of convergent validity for each query object and were more than twice their standard errors. In addition, for the entire measuring range, the loading factor for all products was higher than 0.50, the average difference value extracted was higher than 0.50. All the scales had a composite reliability greater than 0.70 offering a sufficient degree of reliability. The work aims to investigate connections between the infrastructure of knowledge management, information management, intelligent resources, and the success of organizations. The EFA and CFA factor, the values of alpha Cronbach and the composite stability of the first and second-order structure are defined in Annex B. The results of the direct effects reveal a optimistic and important association among the knowledge management infrastructure and the knowledge management process. A strong partnership has been established between the knowledge management system and the knowledge management process. [21].

It is underlined that IT plays a major part in knowledge management. This is an essential part of the management of information. It allows to exchange, transmit, disseminate, create and record information. Information knowledge remains an important instrument for information exploration, and 'Collaborative IT' tools are also available, which allow workers to collaborate and interactively, turning individual knowledge into clear and organizational knowledge through exchanging knowledge. It facilitates information sharing, transmission, distribution, production and recording. IT is an important instrument for knowledge development and there are also 'Collaborative IT' tools that enable workers to collaborate and interactively, transforming individual knowledge into clear, organizational know-how through the exchange of knowledge. Organizations must follow organizational frameworks that allow them to produce as much information as possible, exchange it and move it [22].

Interestingly, findings presented that the 3 sizes of Infrastructure for Knowledge Management did not directly impact Organization Efficiency. This indicated that the capacity to manage knowledge (Organizational Culture and IT

Infrastructure) had an indirect impact, with the exception of an Organizational Structure that directly impacts the efficiency of the organization. But not all knowledge resources have led to organizational performance growth. For the efficiency of knowledge management tools such as IT and organizational culture are required. The organizational performance has not been directly influenced by the information management system; organizations can not overlook these aspects, namely Organizational Since they work in a loop with other organizational tools, culture, IT and the organization. Furthermore, organizations can not disguise the role of organizational resources providers in the acquisition, use and sharing of knowledge, which can donate directly to the success of the organization.[23].

The method of information management is related to the performance of organizations. Knowledge management also helps manage the assets of organizational knowledge and improves performance creativity and innovation. This consequence is trendy line through the study finding, which Reached the conclusion knowledge management is a key performance contributor enhancement and helping to establish a productive manufacturesituation.Expertise plays an important part in Progress and cooperation of the day-to-day activities of the organization. Industries are designed to increase production and stay at the forefront of innovation, which includes valuable expertise in information technology. Knowledge Management Programs, in addition to several other advantages may provide up-to - date information on progress and resolve problems. in an innovative, short-term way as well as developing and renovating goods.[24].

Knowledge management helps companies build information by applying it, communicating, learning and gaining from it. Organizational expertise is a vital instrument for a strategic advantage and contributes to the accomplishment and sustainability of companies in an extremely dynamic Modestsituation. A critical competitive advantage is the growth, generation and sharing of new information in an enterprise more dependent on its goods, services, and expertise. Managing information thus helps companies to perform better than their rivals.This conclusion is consistent with the experts involved in the analysis. In general, the application of information to human and personal capital has had a optimistic influence on the transition of information to relational capital, and a positive effect. In reality the most important of the three dimensions of intellectual capital was the use of practical knowledge. This finding is consistent with the assumption that the whole cycle of information management had an significant positive effect on ICC.[25].

The whole research was approved by an early study that found that intellectual capital and organizational efficiency had a positive relationship. The positive link between intellectual assets and organizational success was due to the significant role that intellectual capital components played in the group. Organizing in. Structural capital is important for innovation and improved organization's efficiency, since it helps to improve existing knowledge through the use of organizational expertise in databases, framework, systems, processes and patents and promotes innovation capacity in practice. Human capital is able to deliver innovative and informative goods and services that will please consumers with the expertise, experience and talent. Through implementing organizationperforms and approaches that build added value within the enterprise, intellectual capital can be built and properly used, which can affect long-term organizational success[26].

Sharing, implementation, and information creation are main causes for maximizing the assistances of intellectual capital increased from success. It is possible to achieve the added value of human resources,relational capital, and institutional capital by exchanging information gained from different functional areas and organizational levels. Managers can eliminate all possible obstacles to informationgroup and distribution, and promote knowledge application communication and networking to achieve higher efficiency.This research aimed to explain and impact the efficiency of

the organization the association among information organization and intelligent capital. And assumed that knowledge-based concepts are the pillars and motivations behind the success of organizations [27].

CONCLUSIONS AND IMPLICATIONS

The goal of this research is to study the connection between the information resources of organizations engaged in systems of information management, and in human property. The aim was to examine the role of WMIs as an important element in the information technology, intellectual capital and knowledge management of the organization. The findings of the study showed a direct effect on knowledge management processes and intellectual capital of knowledge management systems, while the research indicated a direct influence on organizational efficiency from knowledge-management processes and intellectual capital. There were negligible direct effects on organizational performance of the knowledge management infrastructure. The interface between knowledge management framework and market performance acts as an intellectual property and knowledge management system.

This study's theoretical contribution includes the development of an Integrated information capital model, the supporting factors and function in improving the performance of organizations. The research model for organizations is an integrated system that aims to achieve superior output through information management and intellectual capital. The research differs from those done in the business environment in Jordan, as it provides an integrated model which shows how knowledge management contributes to corporate success in terms of technology, operations and intellectual capital.

The analysis provided managers in companies, particularly in the food manufacturing in Jordan, numerous helpful advice. Executives may contribute by constantly upgrading and upgrading hardware and software to help disseminate and exchange knowledge between the various employees and by providing state-of-the-art technological tools, especially to the degree that the knowledge is disseminated and distributed, along with data bases to facilitate information acquisition. Researchers have also highlighted that knowledge management skills production as a significant character in improving the performance of organizations in private and public areas. Managers should therefore use the new re-search paradigm to encourage their workplaces to complete a stronger company result. Furthermore, the research model can contribute to cost savings by focusing on the ability of the organization to generate and harness knowledge among products, customers and management resources enterprises.

Direct transition to scalable organizational structures (flat structure) facilitates and promotes collaboration, project recruiting, task rotation, and offers formal and informal contact networks. Food businesses in Jordan are also seeking to improve structural assets on the basis of knowledge management capacity that can support R&D, innovation and the financial and non-financial performance of Jordan's departments. For example, brain storming and conference rooms to make the exchange of ideas possible and enabled. Eliminating concentration of power leads to improving and preserving the human capital that is central to the information infrastructure of the enterprise. The position of the customer or relational capital needs to be enabled by inaugural real networks of contact through these administrations, so that their workers can share experiences and expertise and learn about their showed a variety in the food industry.

Organizational cultures are perceived to be a diverse collection of structured and informal structures, procedures and experiences. Managers are argued that employees who are fully conscious of their culture should rely on them to maximize the probability of their strategic decisions being effectively taken. There is also a need for more studies to analyze and validate the results of study. Further, work results are replicated in other contexts and in different areas, it

would be worth knowing.

These investigations allow us to make the results generalized and explore other unstudied interrelationship factors between infrastructure for knowledge management, mechanism for knowledge management, intellectual capital, and organizational performance. Therefore, companies with qualified human resources are likely to surpass experts with low human capital rates. This is thought to increase higher productivity and to create a single market advantage through professional human resources. A high-level organization, therefore, will boost the profitability of the business advantage and use knowledge management skills effectively. This is also mentioned as an encouraging place where companies can develop and thrive. Also, if businesses don't have an ideal life, they should create a cultural organization that encourages and facilitates the growth of intellectual property. Additional research is therefore necessary to examine the creativity and innovation associations between skilled human capital, knowledge and organization 's performance.

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