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The Impact of the Application of Knowledge to Secure Market Share in Qatraneh Jordan Cement Factory (Applied Study)

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Abstract

This study aimed to identify the impact of the application of knowledge to secure market share in Qatraneh Jordanian cement factories, and The study population consisted of all employees in the plant, has been used intentionality sample amounted to (50), and the community of the study are from (143), by 35 % of the study population, and adopted the study descriptive analytical method, was used questionnaire to collect data, as the stability of stability using Cronbach Alpha equation, and amounted to (84%), and showed the results of the study through the use of (SPSS) program no differences in average respondents in response to application of knowledge, having the effect of a statistical application of knowledge significance in securing market share, where there is a significant effect at the significance level ($\alpha \leq 0.05$). The study recommended: The necessity of activating the application of knowledge and securing market share further complementary to application studies, the allocation of management independent knowledge, to draw attention to the need to increase and documenting tacit knowledge.

Key words: Application of knowledge; Cement factories; Explicit knowledge; Market share

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INTRODUCTION

All organizations facing major changes because of the recent flow of information, through various means of communication, especially the Internet, and the great progress in the field of information sources. Knowledge has become an important and effective factor of the organization, knowledge is critical factor for the organization's success or failure, and organizations rely too much on their work and decisions making on knowledge management (Schwandt & Marquardt, 2003).

Knowledge is the most important resource in the creation of wealth and achieve creative excellence under the intellectual data escalated in many different intellectual concepts, such as globalization, privatization and the information revolution and the large swath of human societies (Hammoud, 2010).

The idea of the study to add a result of relying on scientific methodology useful and which has claimed responsibility through a statistical analysis of the importance and the feasibility of this study, which focused on the independent variable knowledge (tacit knowledge and knowledge of the explicit) and the extent of their impact in improving the market share both in the local market or in neighboring markets but the focus the study on the local market as a subject of study, which in turn provides a good competitive by gaining new market share.

1. STUDY FRAMEWORK

1.1 Problem of the Study

Accelerating increase in competition among similar in the local market and neighboring countries and the fact that corporate knowledge management comes a problem for the cement plants, the question of the study: Is there an effect for knowledge appliance in securing market share for Jordanian cement factories companies?

1.2 Objectives of the Study

- Identify the impact of the application of knowledge to secure the market share in Qatraneh Jordanian cement factories.
- Aide the administration in Qatraneh Jordanian cements factories.
- Statement of the role of knowledge in the application of organizations for market share appropriate.
- Determine the extent of understanding of the knowledge workers of the importance of knowledge management and work on activating the role of knowledge in the organization.

1.3 Importance of Studying

The importance of the study:

- The possibility of cement factories in Qatraneh for benefit from the findings and recommendations for developing plans, policies and programs and decisions making to secure market share.
- Knowledge is one of the main solutions to regulatory problems and the process of decision-making.
- The study can represent an addition and complement for the previous studies.
- Particularly the application of knowledge in the Cement Factories is a new topic for application.
- Market share is a key objective of the business organizations, in particular the cement factories in Jordan the importance of the application of knowledge in decision-making and the success of the work of the organization and performance of administration.

1.4 Hypotheses

The main hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) for the application of implicit and explicit knowledge in securing the market share for Jordanian cement factories, from this hypothesis the following subparagraphs emerged:

Sub-first hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to

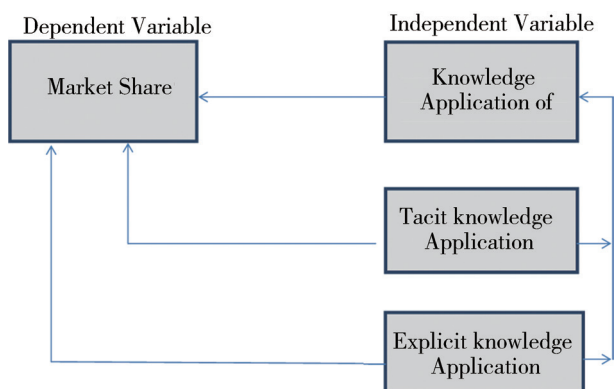


Figure 1
Study Model

apply tacit knowledge in securing the market share for cement factories in Jordan Qatraneh.

Sub-second hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to apply explicit knowledge in securing the market share for cement factories in Jordan Qatraneh.

Figure 1 depicts the model of the study to simplify the idea of the study.

2. THE THEORETICAL FRAMEWORK AND THE PREVIOUS STUDIES

2.1 Knowledge Management

Knowledge has become a strategic source to get market share and competitive advantage for organizations. Knowledge an important source of intellectual capital, it is not a rare resource, and is not decreasing, but knowledge increase over the time (Ali et al., 2006).

The concept of knowledge has been discussed by many academics and researcher but the most comprehensive of these concepts are those that introduced by Nonaka, where classified into two types tacit knowledge and explicit knowledge (al-Kubaisi, 2005). The knowledge apparent or explicit are those of official knowledge of the organization, so that it can encode and transfer and recording and circulation among others and explain all aspects of the event or topic, the tacit knowledge are those based on personal experiences and the rules and provisions of knowledge can not be put in symbols or phrases and express knowledge of how (Know How) (Kubaisi, 2005). Knowledge defined as the accumulation of knowledge and innovation and knowledge management efficiently and storage and retrieval and use them as much as possible (Turban et al., 2003). Rezouki (2008) explained that to apply the knowledge:

- Attract the large intellectual capital, which helps to solve the problems faced by the organization.
- Know and share knowledge by creating an appropriate regulatory environment.
- Organizations must shift from a traditional economy to a knowledge economy based on modern science and technology.
- The re-use of knowledge through the retrieval, update and organize constantly.

Conceivable knowledge management processes as gather all the knowledge and generating steps depend on each other, preservation and dissemination (Desouza & Awazu, 2003). Henderson (2004) described as a collection of knowledge and reorganization and filtration and distribution. Knowledge management can be defined as “The generation of knowledge and access to resources, implementing and improving the organization’s products and services, and storage and development of knowledge by updating and measuring”.

On the other hand number of researchers discussed knowledge management processes as follows (Survary, 2005):

- (a) Knowledge generation, are all activities and work organization which seek to get the data and information that you need from the explicit knowledge and tacit knowledge from within and outside the organization.
- (b) Organization of knowledge, through the activities of the organization that facilitate as sorting and processing and storage.
- (c) Storage and retrieval of knowledge, knowledge is stored in databases or computerized data center facilitates and speeds up retrieval.
- (d) The transfer of knowledge and participation, the movement of knowledge among employees in the organization and distribution of written and electronic means and through the participation of workers in the tacit knowledge.
- (e) Application of knowledge, knowledge is very practical application of each organization considered it as very knowledgeable administration and found to achieve the goals of the organization (Survary, 2005).

The knowledge application has a great significance applying, so in our perception of the application of the outcome of the efforts of workers in knowledge management, knowledge be applied by the decision maker, and workers at all levels of the organization work.

2.2 Market Share

Aoulide (2013) Defined market share as the organization general and ratio of sales to the general industrial sales, this requires market share analysis to identify the sales organization for sales of industry-specific and the degree of change in which apart from the stability, or increase or decrease in the sales of this organization. The organization can decrease sales, but its market share may be fixed or to increase or decrease, and vice versa. In general, we can say that if the share of the market increased, it means they make a gain and excelling in the face of its competitors but if the share of the market dropped, it means they lose a sizable portion of its market share to similar organizations. That the market share is not considered nonprofit organization indicator, it means they do not constitute a goal in itself. But indicator shows the status of the organization in relation to its competitors in the market. In other words, is the market share, one of the means through which marketing ensure the achievement of marketing objectives management, And then do the necessary to improve performance or modify goals procedures in the case of actual performance variation from the plan (Dibb, 1994).

The marketing orientation goal for the organization task, as it contributed to any marketing work of the organization, to raise the competitive level of the

organization, and gain new customers organized obtaining a good market share does not necessarily mean profit organization, in fact, this is true as the regulation and control of the market price of the product and the competitive value terms between the organization and the products product counterparts and also may work flooding the market with the product for a certain control on the market could lead to lower great price.

2.3 Jordanian Cement Factories

Qatraneh Jordan Cement Factory located in South of Jordan, it was established in 2007, this factories is a source of providing for the Jordanian economy, the cement factories in Jordan of leading organizations, which are concentrated in the central and southern region, The amount of investment reached 400 million US dollars, began in early 2011 with a production capacity amounted to 500 tons per day to cover the local market needs and the neighboring markets of this important. Qatraneh Jordan Cement Factory has a strategy depends on the technology and expertise Jordanian and foreign skilled to get to the high quality of the product.

3. STATISTICAL ANALYSIS

3.1 Reliability

To verify reliability of study tool, and to verify the internal consistency of the paragraphs of the study, the Cronbach's alpha coefficient was calculated, the following table shows that:

Table 1
Cronbach's Alpha Coefficients

Cronbach's Alpha coefficient	Variable
0.81	Tacit knowledge
0.88	Explicit knowledge
0.83	Application of knowledge
0.80	Securing market share

Table 1 shows that Cronbach's Alpha coefficients values are valid for the purposes of the study.

3.2 Hypotheses Test and Discussion

The main hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) for the application of implicit and explicit knowledge in securing the market share for Jordanian cement factories, from this hypothesis the following sub hypothesis emerged:

The first Sub-hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to apply tacit knowledge in securing the market share for cement factories in Jordan Qatraneh.

The second Sub-hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to apply explicit knowledge in securing the market share for cement factories in Jordan Qatraneh.

Multiple Regressions for testing the main hypothesis, the Multicollinearity confirmed that the use of this method that there is no high correlation between the independent variables.

The coefficient of variation allowed for independent variables was less than 1 and greater than 0.10 were also greater the values of coefficient of variation of less than 10 which indicates that the lack of a high correlation between the independent variables (Hair et al., 1988), Table 2 explains the strength of correlation between the independent variables.

Table 2
Test the Strength of Correlation Between the Independent Variables

	Tolerance	VIF
Tacit knowledge	.658	1.520
Explicit knowledge	.487	2.053

Regarding the impact of independent variables on the dependent variable combined on the market share securing, the results contained in Table 3 the following:

Table 3
Multiple Regression Testing on the Impact of Independent Variables Together to Secure of the Market Share Results

	Beta	T	Sig.
Tacit knowledge	0.064	0.197	0.844
Explicit knowledge	0.891	2.75	0.008
R	0.954		
R ²	0.911		
F	239.197		
F significance	0.000*		

Regarding the impact of independent variables together on the dependent variable (securing market share), the results in Table 3 indicated the following:

(a) The factors related to tacit knowledge, explicit knowledge (combined) have a direct impact on the insurance market share, that the value of $F = 239.197$ statistically significance at a significant level (0.05).

(b) Depending on the value of β referred to in Table 3. Find that the explicit knowledge ($\beta = 0.891$) is the most contribution to securing market share variable interpretation. The value of (t) statistically significant at the a significant level of 0.05, accordingly, it will be accepted hypothesis, which states: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) for the application of implicit and explicit knowledge in securing the market share for Jordanian cement factories.

The first sub-hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to apply tacit knowledge in securing the market share for cement factories in Jordan Qatraneh.

To test the hypothesis of the first sub-study, the researchers using simple regression analysis test, the following table shows that:

Table 4
Regression Testing on the Impact of Tacit Knowledge to Secure Market Share Results

	Beta	T	Sig.
Tacit knowledge	0.947	20.352	0.000*
R	.947(a)		
R ²	0.896		
F	414.22		

The previous table indicates that tacit knowledge exercises a significant effect on the securing market share. This is shown by the amount of the value of F (414.22), a significant value at a level of 0.05, which also shows a significant model. The results also show that 89.6% of the changes in the securing market share differences belong to the application of tacit knowledge.

From the foregoing, we can accept the hypothesis which states: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to apply tacit knowledge in securing the market share for cement factories in Jordan Qatraneh.

The second Sub-hypothesis: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to apply explicit knowledge in securing the market share for cement factories in Jordan Qatraneh.

To test the hypothesis of the second sub-study, the researchers using simple regression analysis test, the following table shows that:

Table 5
Regression Testing on the Impact of Tacit Knowledge to Secure Market Share Results

	Beta	T	Sig.
Explicit knowledge	0.623	22.094	0.000*
R	.954(a)		
R ²	0.91		
F	488.129		

The previous table indicates that explicit knowledge exercise a significant effect on the securing market share, This is shown by the amount of the value of F (488.129), a significant value at a level of 0.05, which also shows the a significant model. The results also show that 91.0% of the changes in the securing market share differences belong to the application of explicit knowledge.

From the foregoing, we can accept the hypothesis which states: There is a statistically significant effect at a level of statistical significance ($0.05 \leq \alpha$) to apply explicit knowledge in securing the market share for cement factories in Jordan Qatraneh.

DISCUSSION THE RESULTS

Becomes clear regarding the impact of the independent variables on the dependent variable securing market share, the findings in Table 3 the following:

- (a) The factors related to knowledge implicit and explicit knowledge (combined) have a direct impact on the securing market share, as the value of $F = 239.197$ statistically significant at a significant level (0.05).
- (b) Depending on the value of β referred to in Table 3. Find that the explicit knowledge ($\beta = 0.891$) is the most contribution in securing market share variable interpretation, the fact that the value of (t) statistically significant at the a significant level at 0.05. Accordingly, it will be accepted hypothesis, which states: There is a statistically significant effect at a level of statistical significance, ($\alpha \leq 0.05$) to apply the knowledge in securing market share for cement Jordan.

Thus, the perception of researchers, the independent variable (the application of (implicit and explicit knowledge) has a significant effect on the dependent variable in securing the market share of the organization, so it is on the organization to activate the role of knowledge management and knowledge workers and updated continuously tools technological knowledge, and knowledge itself in order to allow management and workers applying appropriate use when they need to know the right time and amount.

Previous studies related to knowledge or market share with a clear indication of the importance of knowledge and the importance of effective management of knowledge to achieve the goals of the organizations within those goals, market share has come, Therefore, this study came complement previous studies indicated clearly through the development of hypotheses, statistical processes to reject or accept as stipulated in those assumptions and including the hypotheses have been accepted by the results of the study and that its content that there are significant effect statistically significant for the application of knowledge to secure market share the organization under study.

CONCLUSION

The results of using the (SPSS) indicate, the existence of the effect statistically significant for the application of knowledge to secure a market share appropriate, where there is a significant impact at the level of statistical significance ($\alpha \leq 0.05$) as well as having an important effect with a statistically significant for the application of tacit knowledge, document and its relationship secured the market share.

RECOMMENDATIONS

According the results of this study, we recommend the following:

- (a) The necessity of activating the application of knowledge to improve and secure a good market share for cement factories in Jordan.
- (b) Conduct further complement the application of knowledge to secure a good market share study and be a strategic store for the strategic decisions makers in the cement plants companies in Jordan.
- (c) The need to focus on extracting and documenting tacit knowledge.
- (d) The allocation of an independent knowledge management involves knowing trained workers to secure the necessary information to decision makers and knowledge.

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