

Role of digital knowledge in employees' capacity building in the Jordanian telecommunications companies

Manal Ali Almarashdah¹

¹ School of Business, Jadara University, Irbid, Jordan

ABSTRACT

The main objective was to define whether the usage of the digital knowledge can be useful in employees' capacity enhancement in the Jordanian telecommunications companies. The research study employed the descriptive analytical approach, and the study sample included the employees in Jordanian telecommunications companies, 250 in number. Thus, the researcher used a sample that was random and was given a hundred and sixty administrators. The research tool was an online survey, the respondents of which were contacted through e-mail and (114) questionnaires were returned for statistical processing. However, the researcher applied some statistics, which include the inflation coefficients test of variance, the skewness coefficients, and the one-way ANOVA analysis. More specifically, the independent variable which includes the tech knowledge was deemed of great importance ranging from (4.22- 4.33) with the mean of the three projects at (4.26). The second highest mean pertained to the variable of the "knowledge creation and acquisition" the scores of which were set at (4.33). The analysis also indicated that the dimensions of the dependent variable namely employees' capacity obtained a high importance score of (4.20-4.22) with a mean score of (4.21) while the variable of sensing capacity received a mean score of (4.22) Taking the lowest score was the focusing capacity mean score of (4.20). The study also noted the acceptance of the main hypothesis and its three sub-hypotheses as indicated by the findings. The study therefore suggests the need to work on popularizing digital culture among the employees and training and developing their skills to meet the requirement of digital knowledge to enable them to manage its ever evolving nature without resorting to programmers since it is integral to the business.

Keywords: Digital Knowledge, Employees' Capacity, Telecommunications Companies, Jordan

Corresponding Author:

Almarashdah
School of Business
Jadara University
Irbid, Jordan
E-mail: manal@jadara.edu.jo

1. Introduction

The changing circumstances of the workplace in addition to the increased competition among the telecommunications companies worldwide led the telecommunications companies, as other companies, to make some strategies and search for solutions to face unpredicted workplace conditions. One of these solutions seemed to activate the digital knowledge management administration processes. The changes were experienced in the knowledge creation and acquisition, in knowledge storage and documentation and in knowledge publishing, sharing and application. Examples include changes in the customers' needs, the competitors'

behavior and technology. This is attributed to the fact that the main purpose of the telecommunications companies is operating, managing, expanding, developing and investing the telecommunications networks of the telecommunications institution, establishing different telecommunications systems, information transfer systems, establishing facilities required for providing the telecommunications services.

The most important asset of a 21st-century organization, company or non-business, will be its knowledge workers and productivity. Peter Drucker [1].

Individuals and organizations are involved in developing capacities in order to be capable of formulating their goals through developing personal strategies using rationality in a way that the individual is in a position to meet their goals. The employees' capacity building is one of the new types of intelligence not sufficiently examined as it is based on the individual's use of some skills such as setting a clear image for the future and working on adopting organized thinking methods to help the person reach his desires. The capacity building of the organized intelligence affects the people with upper administrative statuses.

Therefore, this research sought to establish the role of the digital knowledge on the capacity building of the employees of the telecommunication companies in Jordan.

2. Research method

The study main problem can be circled around the fact that the various initiatives of the telecommunications companies in Jordan in relation to practicing the digital knowledge processes did not impact positively the performance development. Accordingly, the current study works on determining the factors affecting the performance in the employees' capacity building; thus, blocking the related gap.

This research aims at identifying the responsibilities of the digital knowledge in its; processes of; (knowledge creation and acquisition, knowledge documentation and retrieval, knowledge sharing, knowledge application and knowledge society) within the employees' capacity building of (sensing capacity, response capacity and focusing capacity) in the Jordanian telecommunications companies.

In general, the study significance originates from the vitality of the role exerted by the digital knowledge and its characteristics in enhancing the construction of the employees' capacity to improve the level of recognition among the employees of the Jordanian telecommunication companies and confronting all that is new and moving in the direction of excellence and development so as to achieve the highest levels of quality in terms of processes, services, and outcomes.

The institution is considered a reserve for data and information connected in various forms; thus, it is in need for organizing them in a way that helps benefiting from it. Such knowledge can be obtained from employees and groups from experiences and practices. When indeed sourced from internal resources, the knowledge ensures all the activities that are necessary in the recognition of the employees and the need to have new knowledge and manner in which the gap needed to fill is determined as well helps define the form and

The knowledge sharing concept is connected with the concept of knowledge transfer as it means all activities that aim to transfer an idea, information or a thing owned by one of the individuals to the other or to groups of people. It is represented in an activity that precedes the knowledge transfer process, which refers to the continuous and mutual interaction process for the seen and unseen knowledge assets among people, work teams and groups [2-5].

The importance of the implicit knowledge is particularly attributed to the fact that the knowledge owned by any institution might be lost, thus, it must be coded, documented and distributed in proofs and documents as losing the implicit knowledge will sometimes affect the speed of modernizing the relation of the institution with the environment, thus, coping with the environmental changes and creating a competitive advantage. Accordingly, it is important to determine the patterns of the implicit knowledge that must be attracted and to set the mechanisms used and the controls needed to determine the documentation process [6].

The greatest challenge facing the knowledge management process is working for documenting the implicit knowledge; the business organizations and the public social and economic institutions and other institutions are without doubt in need for the explicit and implicit knowledge to achieve their vision and objectives. The importance of the implicit knowledge is particularly attributed to the fact that the knowledge owned by any institution might be lost, thus, it must be coded, documented and distributed in proofs and documents as losing the implicit knowledge will sometimes affect the speed of modernizing the relation of the institution with the environment, thus, coping with the environmental changes and creating a competitive advantage. Accordingly, it is important to determine the patterns of the implicit knowledge that must be attracted and to set the mechanisms used and the controls needed to determine the documentation process [7]. The target population of the present study was the employees of the three telecom firms operating in Jordan and their branches because these firms were found to be distinct in many categories of entrepreneurship, which is reflected in Table 1.

Table 1. Names of telecommunications branches – study population

No.	Name of the bank	No. of branches	No of administrators	Total sample
1	orange	12	70	60
2	Zain	13	92	50
3	Umniah	11	88	50
4	Total		250	160

The two-part questionnaire was used for the investigation. The first portion included research sample demographics (gender, age, qualification, years of experience, and job title). The second part consisted of 64 questions about the study variables, divided into two axes: marketing knowledge with its dimensions and building organizational intelligence abilities with their dimensions.

3. Results

Cronbach's alpha of internal consistency was determined to verify the instrument's dependability. Table (4-3) shows findings.

Table 2. Cronbach's alpha internal consistency.

Fields	Internal consistency
Knowledge creation and acquisition	0.75
Knowledge documentation and retrieval	0.75
Knowledge sharing	0.76
Knowledge application	0.80
Knowledge society	0.74
Marketing Knowledge	0.76
Sensing capacity	0.84
Response capacity	0.83
Focusing capacity	0.79
Institutional intelligence abilities	0.83

Table (4-3) demonstrated that the Cronbach's alpha internal consistency for all research instrument items varied from 0.84 to 0.94, indicating poor reliability if the coefficient values were less than 0.60. The least reliability coefficient value is 0.70, while reliability is excellent if it is 0.80 or more (Sekaran & Bougie, 2016). Thus, the results in the preceding table may suggest the research instrument's reliability, consistency, and capacity to be used for statistical analysis. Statistical approaches. SPSS was used to evaluate study sample responses, answer study questions, and test hypotheses. The research sample's averages and standard deviations for the sub-branches of Jordanian telecommunications businesses' attention to digital knowledge and its aspects are presented in Table 2.

Table 3. Means and standard deviations for the level of attention in the digital knowledge (N=112)

No.	Items	Mean	Standard deviation	rank	Relative importance
1	Knowledge creation and acquisition	4.25	.591	1	high
2	Knowledge documentation and retrieval	4.26	.644	2	high
3	Knowledge sharing and publication	4.17	.623	3	high
	Digital knowledge dimensions as a whole	4.22	.615		high

As shown in Table (5-4) by the mean (4.18), and the standard deviation (0.615), digital knowledge items were very important. “Knowledge documentation and retrieval” was placed first with a mean of (4.26) and a standard deviation of (0.644) due to its high relative value. Item means, standard deviations, and relative significance were retrieved for each variable. Tables following demonstrate this.

First variable: knowledge creation and acquisition.

Table 4. Means and standard deviations for knowledge creation and acquisition (N=112)

No.	items	mean	Standard deviation	Rank	Relative importance
1	The telecommunications centers are keen to hold training courses for employees to explore new knowledge.	4.35	.572	2	High
2	The telecommunications centers meet the needs of employees and get to know their interests and problems and attempt to solve them.	4.39	.551	1	High
3	The telecommunications centers encourage their employees to explore the new knowledge through the different learning resources.	4.30	.606	5	High
4	The telecommunications centers depend on the employees’ experience to innovate new methods at work through encouraging innovation and excellence among employees.	4.33	.619	3	High
5	In generating and acquiring knowledge, the centers always depend on the speed of achievement and job quality.	4.19	.634	6	High
6	The telecommunications centers encourage the employees to explore knowledge through the rewards system.	4.08	.565	7	High
7	The telecommunications centers own programs that enable employees explore new ideas	4.05	.575	8	High
8	Knowledge creation and acquisition is characterized with administrative and institutional conflicts.	4.32	.610	4	High
	Knowledge creation and acquisition	4.25	.591		High

In Table 6-4, Item 2— “The telecommunications centers meet the needs of employees and get to know their interests and problems and attempt to solve them”—ranked first with a mean of (4.39) and a standard deviation of (0.551) due to its high relative importance. Item 7— “The telecommunications centers”.

Second variable: knowledge documentation and retrieval

Table 5. Means and standard deviations for knowledge documentation and retrieval (N=112)

No.	Items	Mean	Standard deviation	Rank	Relative importance
9	The employees adapt with the technology available to document and retrieve knowledge through effective telecommunications channels that help transform it.	4.36	.631	2	High
10	The centers constantly work on developing services and presenting them more efficiently.	4.41	.676	1	High
11	The telecommunications centers are keen to provide employees with knowledge that enable them to develop their performance.	4.33	.548	3	High
12	The telecommunications centers depend on the customers' views and suggestions as an instrument for knowledge possession.	4.31	.593	4	High
13	The telecommunications centers participate with the suppliers to know new methods at the workplace.	4.30	.639	5	High
14	Employees of the telecommunications centers pay attention to transform the knowledge they have into practice.	4.26	.600	6	High
15	Employees of the telecommunications centers pay attention to transform the knowledge they have into practice.	3.91	.857	8	High
16	The telecommunications centers facilitate the information exchange among employees as they are modern.	4.22	.612	7	High
	Knowledge documentation and retrieval	4.26	.644		High

Based on the analysis, the researcher believes that Jordanian companies' telecommunications centers want reserves for marketing data, information, and knowledge with punctuality in documentation, archiving, integration, speed, modernity, and high flexibility to support strategic decisions and build the organization. The researcher also thinks that showing these features in displays helps build, modify, and update all telecoms services. Since the research sample valued firms as business entities, the goal was to attain their mental picture.

Third variable: knowledge sharing and publishing

Table 6. Means and standard deviations for knowledge participation and sharing (N=112)

No.	items	mean	Standard deviation	Rank	Relative importance
17	Trust, cooperation, in addition to freedom for conducting the job are present between the direct manager and the employees.	4.24	.621	3	High
18	The telecommunications centers depend on meetings as a means for knowledge sharing	4.26	.571	2	High
19	The telecommunications centers provide a climate appropriate for knowledge sharing among employees and they seek to cope with the changes occurring at the workplace	4.31	.603	1	High
20	I get incentives for doing additional tasks at work	4.23	.682	4	High
21	The telecommunications centers facilitate the telecommunications process among employees for knowledge sharing	4.20	.643	5	High
22	The telecommunications centers encourage building social relations among employees for knowledge sharing	3.85	.512	8	High
23	The telecommunications centers use different technological means for knowledge sharing and encourage employees to express opinions and suggestions	4.10	.580	7	High
24	The centers where I work grant fair financial and psychological incentives and they lead to keeping employees' morale and improving the performance.	4.17	.574	6	High
	Knowledge sharing and publication	4.17	.623		High

Table 8-4 shows that knowledge sharing and publishing were important, with a mean of 17.4 and a standard deviation of 0.623. Item 19 "The telecommunications centers provide a climate appropriate for knowledge

sharing among employees and they seek to cope with the changes occurring at the workplace" was placed first by a mean of (4.31) and a standard deviation of (0.603) by high relative significance. However, item 22: "The telecommunications centers encourage building social relations among employees for knowledge sharing" was rated last with a mean of (3.85) and a standard deviation of (0.512) and high relative relevance. Dependent variable staff capacity building means and standard deviations and dimensions: Means and standard deviations of the research sample's replies on Jordanian telecommunications firms' major centers' attention to employee capacity development were extracted:

Table 7. Means and standard deviations for the level of attention of the telecommunications branches of the Jordanian telecommunications companies in the employees' capacity building (N=112)

No.	Items	Mean	Standard deviation	Rank	Relative importance
1	Sensing capacity	4.24	.5950	1	High
2	Response capacity	4.18	.6090	3	High
3	Focusing capacity	4.20	.6100	2	High
	Institutional intelligence abilities	4.26	.6040		High

Table (11-4) demonstrates that organizational intelligence elements were very important, with a mean of 4.26 and a standard deviation of 604.0. The variable "sensing capacity" came first with a mean of (4.24) and a standard deviation of (0.595) and high relative relevance. However, "response capacity" was last with a mean of (4.18) and a standard deviation of (0.609) and significant relative relevance. Means, standard deviations, and relative significance of variables' items were also retrieved. The following tables show this.

First Variable: Sensing Capacity

Table 8. Means and standard deviations for the sensing capacity (N=112)

0	Items	Mean	Standard deviation	Rank	Relative importance
41	The centers cope up with the technological developments to benefit from the global models	4.29	.5160	2	High
42	The telecommunications centers use a continuous strategic dialogue to face the challenges (strategic perspective)	4.30	.5820	1	High
43	The workplace is characterized with noise, which affects the job performance	4.26	.5640	3	High
44	The centers provide public safety instruments and criteria at the workplace	4.25	.5500	4	High
45	My scientific and cognitive abilities and potential are not exploited right.	4.23	.5490	5	High
46	I suffer from overcrowding at the workplace due to poor design and place management.	4.23	.5470	5	High

0	Items	Mean	Standard deviation	Rank	Relative importance
47	There is overcrowding because the room spaces are not consistent with the number of employees	4.21	.5800	7	High
48	The employees at the center express their feelings of belonging and partnership with the management instead of the feeling of alienation and exclusion (common destiny)	4.19	.6360	8	High
	Sensing capacity as a whole	4.24	.5650		High

Table (12-4) shows that sensing capacity elements were important since the mean was 4.24 and the standard deviation was 0.565. With a mean of 4.30 and a standard deviation of 0.582, item 42 "The telecommunications centers use a continuous strategic dialogue to face the challenges (strategic perspective)" was placed top by high relative significance. Item 48, "The employees at the center express their feelings of belonging and partnership with the management instead of the feeling of alienation and exclusion (common destiny)" was ranked last with a mean of (4.19) and a standard deviation of (0.636) due to its high relative importance.

Second Variable: Response Capacity

Table 9. Means and standard deviations for the response capacity (N=112)

No.	Items	Mean	Standard deviation	Rank	Relative importance
49	I work under contradictory policies and directions	4.15	.5610	7	High
50	I get non-harmonic orders from my chiefs at work	4.23	.6150	2	High
51	I am asked to conduct some tasks in a way I feel not appropriate	4.22	.6310	3	High
52	The interference of others in my work field does not allow me to do it right	4.22	.6240	3	High
53	Tasks I am entrusted with are not related to my experience and skills	4.19	.6140	5	High
54	I do not have the knowledge and skills required for doing the job	4.28	.6130	1	High
55	I work with more than one group work, and they differ from each other	4.17	.6520	6	High
56	There is an organized and overall examination for the workplace to determine the main directions	4.00	.5610	8	High
	Response capacity as a whole	4.18	.6090		High

From Table 13-4, we can see that the mean (4.18) and standard deviation (0.609) described prove that the means of the items of the response capacity were high. Item (54), which states that Rank First: Mean = 4.28 Standard = 0.613 Highly Important Label: "I do not have the knowledge and skills required to do the job". Item (56) which stated: "There is an organized and comprehensive examination for the job to determine the main

directions", was in the last rank with a mean of (4.00) and a standard deviation of (0.561). The fuzzy utility value of the relative importance of this statement is high.

Third Variable: Focusing Capacity

Table 10. Means and standard deviations for the focusing capacity (N=112)

No.	Items	Mean	Standard deviation	Rank	Relative importance
57	Harmony between the institutional structure and the message, view, objectives, policies, plans and programs	4.37	.558	1	High
58	The work I am entrusted with is very evident and I know the responsibilities and the limits of my professional powers exactly	4.25	.610	2	High
59	There is no direct manager to whom I can refer in times of need	4.23	.630	3	High
60	Powers, responsibilities, systems and regulations are unclear in the telecommunications centers	4.17	.558	4	High
61	Powers, responsibilities, systems and regulations are unclear in the telecommunications centers	4.18	.642	5	High
62	The telecommunications centers work on contributing feelings in distinguishing the performance	4.18	.647	5	High
63	I do not know the appropriate way for doing what is required from me and the extent to which my job contribute in building the objectives of the telecommunications centers	4.16	.720	7	High
64	There are cultural processes in the centers that enable the employees to share and exchange the marketing knowledge	4.10	.420	8	High
	Focusing capacity as a whole	4.20	.610		High

Table (14-4) revealed that the mean for the items of the focusing capacity was high at (4. 20) as the standard deviation was comparatively low (0. 610). Item (57) stating: The mean obtained for the first factor "Harmony between the institutional structure and the message, view, objectives, policies, plans and programs" was (4. 37) and the standard deviation was (0. 558) Reflection indicated a high relative importance. On the other hand, item (64) informs that "There are cultural processes in the centers that enable the employees to share and exchange the marketing knowledge" ranked the last with the mean of (4. 10) and a standard deviation of 0. 420 with high relative importance.

As to specify the role of the marketing knowledge in constructing the abilities of the organizational intelligence in the main centers the study applied the multiple linear regression analysis of the role of the marketing knowledge with the following dimensions: The knowledge creation and acquisition, the knowledge documentation and retrieval, and the knowledge sharing and publishing K4 and the knowledge application and the knowledge society K5. The results are presented in Table 11.

Table 11. The study used multiple linear regression analysis for the role of digital knowledge with its dimensions in the capacity building of employees in the main branches of the telecommunications companies in Jordan

Dependent variable	Model summary		ANOVA			Coefficient table				
	R coefficient	R2 Coefficient	Calculated F	Degree of freedom DF	Sig. F Statistical analysis	variance	B	Standard error	Calculated T	Sig. t statistical analysis
Institutional intelligence abilities	.700	.490	63.332	5	.000	Knowledge creation and acquisition	.119	.041	2.904	.004
						Knowledge documentation and retrieval	.031	.044	.707	.480
						Knowledge sharing and publication	.129	.037	3.514	.001
						Knowledge application	.191	.047	4.027	.000
						Knowledge society	.280	.042	6.743	.000

Based on these results, the alternative hypothesis stating that: It does have an effect, although is not particularly evident at the sig. level. With reference to the findings, it is inferred at $p < 0.05$ ($\alpha \leq 0.05$) the marketing knowledge in its dimensions which include knowledge creation and acquisition, knowledge documentation and retrieval, knowledge sharing and publishing, knowledge application and the knowledge society to develop the organizational intelligence abilities which include the response capacity, sensing capacity and focusing capacity of the main centers of the telecommunications companies in Amman. The original hypothesis is negative; thus, the null hypothesis is rejected. It stated: It is meant that marketing knowledge with four of its dimensions, namely the marketing knowledge creation and acquisition, marketing knowledge documentation and retrieval, marketing knowledge sharing and publishing, and, marketing knowledge application, and the knowledge of

marketing society has a statistically significant impact at sig. ($\alpha \leq 0.05$) on the development of the organizational intelligence ability which comprises the response capacity, sensing capacity, and the focusing capacity in the main centers of the telecommunications companies in Amman.

First sub-hypothesis

- There is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge creation and acquisition in building the organizational intelligence abilities as a whole (response capacity, sensing capacity, and focusing capacity) among the employees in the centers of the telecommunications companies in Amman.

Simple linear regression was used to answer the first sub-hypothesis. The results are presented in Table 12.

Table 12. Simple linear regression analysis for the role of the knowledge creation and acquisition in the institutional intelligence abilities

Dependent variable	Model summary		ANOVA			Coefficient table				
	R coefficient	R ² coefficient	Calculated F	Degree of freedom DF	Sig. F Statistical analysis	variance	B	Standard error	Calculated T	Sig. t statistical analysis
Institutional intelligence abilities	.438	.192	79.146	1	.000	Knowledge creation and acquisition	.384	.043	8.896	.000

Based on these results, the first alternative hypothesis stating that: there is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge creation and acquisition in building the organizational intelligence abilities (response capacity, sensing capacity, and focusing capacity) in the main centers of the telecommunications companies in Amman. The null hypothesis is not accepted. It stated that: there is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge creation and acquisition in building the organizational intelligence abilities (response capacity, sensing capacity, and focusing capacity) in the main centers of the telecommunications companies in Amman.

Second sub-hypothesis

- There is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge documentation and retrieval in building the organizational intelligence abilities as a whole (response capacity, sensing

capacity, and focusing capacity) among the employees in the centers of the telecommunications companies in Amman.

To answer the second sub-hypothesis, the simple linear regression was used. The results are presented in Table 13.

Table 13. Results of the simple linear regression for the role of the knowledge documentation and retrieval in the employees' capacity building

Dependent variable	Model summary		ANOVA			Coefficient table				
	R coefficient	R ² coefficient of determination	Calculated F	Degree of freedom DF	Sig. F Statistical analysis	variance	B	Standard error	Calculated T	Sig. t statistical analysis
Institutional intelligence abilities	.459	.210	88.730	1	.000	Knowledge documentation and retrieval	.382	.041	9.420	.000

Based on these results, the second alternative hypothesis stating that: there is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge documentation and retrieval in building the organizational intelligence abilities (response capacity, sensing capacity, and focusing capacity) in the main centers of the telecommunications companies in Amman is accepted. The null hypothesis is not accepted. It stated that: there is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge documentation and retrieval in building the organizational intelligence abilities (response capacity, sensing capacity, and focusing capacity) in the main centers of the telecommunications companies in Amman. Thus, the null hypothesis is rejected. It stated that there is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge documentation and retrieval in building the organizational intelligence abilities (response capacity, sensing capacity, and focusing capacity) in the main centers of the telecommunications companies in Amman.

Third sub-hypothesis

- There is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge sharing and publishing in building the organizational intelligence abilities as a whole (response capacity, sensing capacity, and focusing capacity) among the employees in the centers of the telecommunications companies in Amman.

To answer the third sub-hypothesis, simple linear regression was used. The results are presented in Table 14.

Table 14. Results of the simple linear regression for the role of the knowledge sharing and publication in the employees' capacity building

Dependent variable	Model summary		ANOVA			Coefficient table				
	R coefficient	R ² coefficient of determination	Calculate d F	Degree of freedom DF	Sig. F Statistical analysis	variance	B	Standard error	Calculated T	Sig. t statistical analysis
Institutional intelligence abilities	.510	.260	116.793	1	.000	Knowledge sharing and publication	.371	.034	10.807	.000

Based on these results, the third alternative hypothesis stating that: there is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge sharing and publishing in building the organizational intelligence abilities (response capacity, sensing capacity, and focusing capacity) in the main centers of the telecommunications companies in Amman is accepted. The null hypothesis is not accepted. It stated that: there is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the knowledge sharing and publishing in building the organizational intelligence abilities (response capacity, sensing capacity, and focusing capacity) in the main centers of the telecommunications companies in Amman.

4. Discussions

The results showed that the independent variable (digital knowledge) with its dimensions received the highest degrees of importance ranging (4.22-4.33) as the mean was (4.26) as follows: knowledge creation and acquisition by a mean of (4.33), knowledge documentation and retrieval by a mean of (4.26) followed by the knowledge sharing and publishing by a mean of (4.25). such high percents signify that the extent of the digital knowledge in the main braches in the Jordanian telecommunications companies were high.

This signifies the attention of the main centers in the Jordanian telecommunications companies in the digital knowledge in addition to the attention in providing modern and developed techniques required to benefit from the telecommunications technology to a big extent. This also includes focusing on building integration among the dimensions of the marketing knowledge to use it in taking proper decisions to build the organizational intelligence abilities. The study showed that the dimensions of the dependent variable (employees' abilities) received high degrees of importance ranging (4.20-4.22) where the mean was (4.21) with the order of : sensing capacity by a mean of (4.22), response capacity with a mean of (4.21) and finally the focusing capacity with a mean of (4.20). Such high percents signify the extent of the availability of the organizational intelligence abilities in the main centers of the telecommunications companies in Amman. This indicates the attention of the main centers in the Jordanian telecommunications companies in seeking to build the organizational intelligence abilities through encouraging the sensing capacity in the different fields, embracing risks and seeking to exploit the best opportunities. The results of the study are in accordance with the findings of [8,9].

5. Conclusion

- A statistically significant correlation between the independent variables as a whole (knowledge creation and acquisition, knowledge documentation and retrieval, knowledge sharing and publishing) and the dependent variable (employees' abilities). It is evident that the ($R^2 = 0.490$), which signifies that the digital knowledge with its dimensions (knowledge creation and acquisition, knowledge documentation and retrieval, knowledge sharing and publishing) as a whole explained 49% of the variance in the (employees' abilities) [10].
- There is a statistically significant role for the knowledge creation and acquisition in the employees' capacity building where ($R=0.438$), which signifies a statistically significant correlation between the independent variable of the knowledge creation and acquisition and the dependent variable of the employees' capacity building. The value of the coefficient of determination is ($R^2=0.192$). Also, ($F= 79.146$) at the confidence interval was ($\text{sig.} = 0.000$), which confirms the regression significance at $\text{sig.} (\alpha \leq 0.05)$. This is attributed to the attention of the telecommunications in the knowledge creation and acquisition, so they have to confirm its reliability and variety due to its importance in the employees' capacity building [11-13].
- There is a statistically significant role for the knowledge documentation and retrieval in the employees' capacity building where ($R=0.459$), which signifies a statistically significant correlation between the independent variable of the knowledge documentation and retrieval and the dependent variable of the employees' capacity building. The value of the coefficient of determination is ($R^2=0.210$). Also, ($F= 88.730$) at the confidence interval was ($\text{sig.} = 0.000$), which confirms the regression significance at $\text{sig.} (\alpha \leq 0.05)$. this is attributed to the attention of the telecommunications in providing a data reserve connected with all data in a large database that enable them to get back to it, which is reflected on empowering the employees' capacity building [14-20].

Declaration of competing interest

The authors declare that they have no any known financial or non-financial competing interests in any material discussed in this paper.

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