Impact of Organizational Structure on Knowledge Management in the Jordanian Insurance Companies: From the Perspective of the Supervisory Leadership

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Abstract

The aim of this study was to investigate the impact of organizational structure on knowledge management and applications (Knowledge acquisition, knowledge storage, dissemination of knowledge, the use of knowledge) In the Jordanian insurance companies considering the organizational structure of a tool help manage knowledge, investment and benefit from its added value. The study sample consisted (162) individual occupants of leadership and supervisory functions in (24) insurance companies operating in Jordan, where the questionnaire was developed to gauge the views of the occupants of these jobs consisting of (27) paragraphs. After a process of data analysis and hypothesis testing using SPSS package, the study found benefit the possibility of relying on the organizational structure in strengthening the application of knowledge management. They study recommends that design of appropriate organizational structures, which is pushing for more production and application of knowledge as a prerequisite for the survival and success.

Key words: Organizational Structure, Application of Knowledge Management, Jordanian Insurance Companies.

Introduction

We live in a rapidly change era, community of organizations and the accumulation of knowledge, development, and information technology every day characterized by modernity compared to yesterday, The response organizations absolute necessity for these environmental variables, etc., at the level of organizational change that addresses the objectives, policies and conditions organizational, and particularly their structures to be able to achieve a balance between stability an change (Alateat,2006). The researchers studied the organizational structure in its concept and dimensions, types and factors affecting it and considered by some Aqili (1994) as a member of the organization in when he sees researchers as a result of the regulatory process and organizational chart tool or a means to demonstrate the components and relationships vertical and horizontal, and how to perform the functions of the organization and not a component of her.

Zarrouk (1988) mentioned that some of the early specialist like March & Simon who define the organizational structure that the organization steuctuer is a style work arrangement and distributed to employees for the purpose of completion of certain objectives (Aqili ,1994). Harem (2006) mentioned that the human alone is capable of building knowledge generation and reused in spite of the development of information technology and automation, documentation and storage of information, expertise and investment and shares them to create and generate knowledge essential process of the organization. Thus the process of designing the organizational structure become effective tool to facilitate knowledge management and benefit from the rationalization of decision-making by converting tacit knowledge to explicit knowledge to expand the organizational knowledge base (Althahr,2009).

Insurance companies of Jordan under the authority of the Union Jordanian insurance companies, and the Insurance Commission is committed to policies of the Union and legislation governing the insurance sector, and these companies are not in the state competitive in cases of compulsory insurance, but all the services of other insurance they would be in the case of competitive exclusively, so it is supposed to work on that organizational structure compatible with the knowledge management process to have a competitive advantage and achieve value-added applications.

The Concept of Organizational Structure

Organizational structure is the construction or shape and determines the internal structure of the relationships prevailing in the organization, it illustrates the divisions or units of the main and branch undertaken various actions and activities required to achieve the objectives of the organization (Hammoud,2002). It includes the size of the organization and style of power and decision-making style, so that the nature of the organizational structure and personnel in the organization look to affect their ability to participate and creativity (Qaryouti,1997), Almdhoun (1995) mentioned that Stonar have been defined the organization structure as the formal mechanism through which the management of the organization by identifying lines of authority and communication between superiors and subordinates it is a system of authority and accountability relationships between organizational units which determines the shape and nature of the work required for the organization. arrangement of mutual relations between the parts and functions of the organization, this concept refers to the hierarchy of authority for the purpose of effectively goals (Abdul Bari Dora et al,1994).

Notes from the previous definitions that the most important elements of the organizational structure are: contains regulatory divisions and different units, and specialization in the work and the presence of specific tasks, and the scope of supervision and lines of authority, responsibility, and decision-making positions in terms of centralization and decentralization. The efficiency and effectiveness of the organization is affected by the surrounding environment, there is a clear relationship between a stable environment and mobile environment and the degree of complexity of the organizational structure, and this complexity requires a high degree of decentralization so that the organization can respond to changes surrounding Hence the importance of organizational structure (Zarrouk,1988). Some studies have shown no effect of the organizational structure in the application of knowledge management, there are structures fit the application of knowledge management more than others, but most organizational structures suited for knowledge management are those structures that are flexible and adapt to the environment and ease of communication and the ability to respond quickly to changes and are considered structures horizontal toin definite the web, and structures inverse.

More appropriate structures for knowledge management and features organizations horizontal to no end by low number of levels, as compared to the organization hierarchy and is characterized by this organization focused knowledge in the center and the periphery, and each Party shall alone without a direct relationship with the other parties, but the parties to exchange information through the center and as a limited number of organizational levels, the rapid exchange of information between them, because they pass through the center be quickly turn, there are tend to favor the use of functional structure which is based on the principle of specialization and division of labor (Liebowitz,2000).

The Application of Knowledge Management

Today, knowledge is the most important strategic resource, while learning is a more important strategic capability for business organizations, as many managers believe that the advantages will be achieved strategically possess more knowledge than owned competitors, even though they are not able to clearly define the link between knowledge and strategy. The knowledge is the most important resource and it is essential for organizations attachment for the activities of the organization in making smart decisions, forecasting, design, planning, diagnosis and all the provisions intuitive (Collis &Hussey,2003). Knowledge depend on the data and information that had been organized and processed to be able to connect the understanding, experience, accumulated learning and experience when applied to the ongoing problem or activity (Truban et..al,1999), The knowledge resource investment and strategic commodity through the employment of all the possibilities of information and communication technologies that have become one of the most growing sectors, (Pizan,2006). Yassin (2006) explains that the knowledge is a combination of concepts and ideas, rules and procedures.

The knowledge as a systematic experiments and test hypotheses which refers to the objective and explanatory models to understand the surrounding, (Stromquist,2000), Anzi (2001) mentioned that the information for customers, professional data base, and models for analysis and successful solutions to deal with problems as well as specialized knowledge of the organization, Sarvary (1999) attempted to show the redundant information causal relationships that help feeling this information, knowledge is the group meanings and concepts, beliefs and perceptions of mind to answer questions individual saturated ambitions, and realized his creations what he wants to know (Wit & Meyer,1998). Knowledge is an individual's ability to recognize and distinguish things "or" the ability possessed by the individual and stored in his mind form cognitive maps (Mustafa,1998),it is the ability to translate information into the performance to achieve a specific task, or find a specific thing, which is only available in human minds and intellectual skills (Bellinger,2003), relations models of data and information with other models. Daft (2003) show that knwolodege is different from the data and information, because the human factor in knowledge constitutes a key element books contain a collection of information that becomes knowledge when absorbed into our individual use, and see if knowledge is the conclusion which draws information correlated with other information and views.

Wenig (1996) indicates that knowledge management includes a range of activities that focus on gaining organizational knowledge from their own experience and the experience of others, including the application wise to know in order to achieve the organization's mission, and these activities are being implemented through the integration of technology and organizational structure and strategies, organization-backed knowledge of the current and the production of new knowledge. Hirsch and Levin (1999) show that knowledge management is an umbrella framework of the organization, these researchers emphasize that the management of knowledge beyond being a mere information or data. That there is no standard definition of one of the concept of knowledge management, is that there are two tracks of activities and efforts that interested in the concept of knowledge management, and these two tracks: the first track is the path information (Information Track): In this path seen that knowledge management is the same information management, the owners of this is seen the path to knowledge as the information being processed information systems. The second path is the path of persons (People Track):

According this path, the express knowledge about the processes that reflected her skill sets dynamic and complex and somewhat variable (Svieby,2000). Knowledge management is the process whereby the extraction and intellectual capital investment your organization, in order to reach decisions efficient and effective innovative in order to give (Chou Yeh,2005) processes that help organizations to share knowledge, generated, organize, store, and apply them, and work to transform knowledge as contained in the (data, information and trends and capabilities) into products and services and use the outputs of knowledge management in the formulation of learning processes, solving problems and achieving a learning organization (Badr,2010). Knowledge management is an institutional process aimed at coordination and integration of operations data processing and information technologies, human resources and factors surrounding the institution (Alaklabee,2008). Singh (2008) returning the onset of knowledge management to without Marcharnd in the beginning of the eighties of the last century, as the final stage of the assumptions relating to the development of information systems.

As Drucker predicted that the work would be based on the model of knowledge and that the organizations will consist of know-makers directing their performance through feedback to colleagues and customers. Some due to knowledge management (1985) when Hewlet Packard company have been applied it, but in this period was not convinced many knowledge management and its impact on business, so that Wall Street "the largest capital market in the world," ignoring the knowledge management initially, especially attempts to determine the monetary value of knowledge, although it has been cared by then, as witnessed eighties alsoa development of knowledge management systems that rely on the work performed in artificial intelligence systems and expertise, and this presents concepts such as knowledge acquisition or acquisitions acquisition. In addition, knowledge engineering, and knowledge-based systems.

And to provide the basis of technological knowledge management, has started a group of companies in the United States initiative for the management of knowledge assets in the year (1989), also began articles on knowledge management in periodicals such as the Sloan Management Review, and science organization, the journal Harvard Business and others, In (1990), a number of companies in the United States, Europe and Japan in the establishment of knowledge management programs (Qubaisi,2005).

It also took interest in it is growing after many organizations adopted the concept of knowledge management, and in the year (1999), the World Bank allocated (4%) of the budget for the development of knowledge management systems (Naima, 2004). That the understanding of knowledge is the first step to effectively manage, there are characteristics or qualities of knowledge, tools and methods in order to make the best for the development of knowledge in the organization.

Therefore must participate and contribute to knowledge even multiply and spread widely, widespread availability of reference (Benchmarking) is of competitive nature, and practice in order to demonstrate how the inclusion of the concept of sharing knowledge, it is important to understand how that form where knowledge (Dahmash,2004), and how they learn where individuals use it wisely, there are several principles of knowledge mentioned include the following (Dahmash, Abuzir, 2004): as well as the study confirmed all of Choi and Lee (2003), which talked about the determinants of knowledge management, thea set of principles contained in the knowledge management and most importantly (cooperation, trust, learning, decentralization, facilities and supporting information technology systems, extensive experience and deep for workers), knowledge is intellectual capital, and the overall concept focuses on the value of knowledge resulting from management, and systematic process integrated to coordinate the activities of the organization (Razouqe &Awamleh, 2009).

Methodology

Method

Based on the nature of the study and the information required to answer the main question and the achievement of its objectives was to use descriptive analytical method to describe the phenomenon under study (organizational structures and their impact on the application of knowledge management) and analysis of data and the statement of the relationship between the components and the views put around it and the processes that included the effects induced by, and tries descriptive approach that compares analytical explains and evaluates the hope to reach a meaningful generalizations over and enrich the stock of knowledge about the subject.

Importance of the study

Complex environmental impact, and novelties different all organizations, where increasing severity of ambiguity and uncertainty or uncertainty, and down the organization's ability to adapt to environmental and effectiveness, especially in hostile environments characterized by scarce resources, become these environments impose or affect the organizational forms of organizations, in order to achieve stability and survival, or the managers re-engineering the organization to reduce the threats and dictations environmental, or raising the organization's ability to respond to environmental requirements, and one of their methods in it or when making their decisions organizational use of tacit knowledge and stored in the organizational memory (explicit knowledge), but the access to knowledge and use it as a vehicle affected by organizational structures as one of the determinants of organizational influence to benefit from knowledge, from here shows the importance of the study of the practice, the impact of organizational structures on knowledge management. That knowledge of one of the resources that have added value, reflected on the efficiency and effectiveness of the organization, in particular organizations of the insurance sector operating in Jordan. The study (organizational structure) in this sector in the Jordanian environment represents addtionin the academy for those interested in scientific and scholars.

Problem of the study

Organizations spend a lot of money and effort in the acquisition of knowledge, skills and experience, where the organization documented and stored and works to make them know, express or capable of being retrieved and disseminated to take advantage of them, and you do not, they lose either forgetting or inaccessible, as is all of "Stein & Zwass"The process of storing and publishing represents the organizational memory of the organization. However, there are several determinants affect the knowledge management and cited by the apparent, namely, (organizational culture, organizational structure, administrative leadership, information technology). (Zaher, 2009). The organizational structure of these determinants, and it has the problem of the study in the answer to the following question: What is the impact of the organizational structure of the knowledge management process or applications: knowledge acquisition, knowledge storage, dissemination of knowledge, and use of knowledge.

Objectives of the study

The study aims to achieve the following objectives of the reality of the Jordanian insurance companies, according to the responses of the incumbents and supervisory leadership:

1. Indicate the extent the impact of organizational structure on each stage of the process of knowledge management.
2. Make recommendations that can help managers of insurance companies consider the existing regulatory structures to become help manage the stages of the process or application of knowledge management successfully.

Hypotheses

The main hypothesis: (No statistically significant effect at the level of significance ($\alpha \leq 0.05$) organizational structures in the application of knowledge management in the Jordanian insurance companies), and emerges from this hypothesis the following sub-hypotheses:

- There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) between the organizational structures and the acquisition of knowledge in the Jordanian insurance companies.
- There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) between organizational structures and storage of knowledge in the Jordanian insurance companies.
- There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) between organizational structures and dissemination of knowledge in the Jordanian insurance companies.
- There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) between the organizational structure and the use of knowledge in the Jordanian insurance companies.

Methods

Variables and Measures

The study based on two variables, first organizational structure: it is the way by which the organization functions, and define the roles key employees, and found the information exchange system, and identify coordination mechanisms, and patterns of interaction required between the various departments and their employees (Qaryouti, 2006:) second the application of knowledge management: it is conscious regulator effort directed by the organization or institution in order to capture and collect, classify, organize and store all kinds of knowledge related activity that institution and make it ready for circulation and participation among its members and its divisions and units and including raising the level of efficiency of decision-making and organizational performance (Alzayadat, 2008).

The application of knowledge management include the following dimensions:

- Knowledge acquisition: It is that knowledge in external sources, and is done through personnel training, education, or through reading, note experiences, or similar activities, or by listening to lectures (Hijazi,2005, Marquardi&Michea,1996)
- Knowledge storage: The storage and retrieval of knowledge through activities that seek information to the institutions developed using information technology and design rules and specialized information systems or online (Marquardi,1996,Zaroqi,2003)
- Dissemination of knowledge: the circulation of knowledge and transferred from one individual to another within organizations, whether intentionally (memos, reports, periodicals, training programs, ...) or unintentional (meetings members of the organization different and the use of the Intranet and groups of conversation, meetings after work (Bhatt&Genesh,2001,Hijazi,2005)
- The use of knowledge: the practical use of knowledge within companies directly (databases and ready-made knowledge) or indirectly (Staff contact, exchange ideas and experiences resulting in the generation of new knowledge within the company (Majali,2008).

Instrument of the Study

The researchers developed a questionnaire as a tool to collect data and information to know the views of the owners of leadership positions and supervisory workers in the sector insurance companies Hashemite Kingdom of Jordan on the subject (the organizational structure and its impact on the application of knowledge management), by (8) paragraphs to measure the independent variable (organizational structure) and (19)paragraph to measure the dependent variable (the application of knowledge management), where he was guided by when building some of the paragraphs in many research and studies related to the subject of the study, such as studying (Holowetzki, 2002), Ferraresi & others, 2012)), (Martínez-Cañas, others: 2012), (2011, (Ghorbani et al, (2010 (Akhavan et al,, (Singh, 2008) 2004)س, (keeley, (Wang & Ahmed2003), (, Riley2003), (2001, polities).

Likert scale quintet have been used to determine the weights of paragraphs devoted to the measurement (organizational structures and their impact on the application of knowledge management), a (strongly agree, agree, disagree somewhat, I do not agree, do not agree at all) and that following digitally degrees represent (1,2,3,4,5), has such option (5) the highest degree of approval on the applicability of the content of the paragraph on the fact he (strongly agree), such as option number (1) the lowest grades to approve the applicability of the content of the paragraph actually is (I do not agree at all).

Instrument Reliability

Verification the reliability of the tool if it's able to measure actual developed for measurement of the variables, the researcher has the attention in its initial group of arbitrators to ascertain the extent of affiliation paragraphs to the fields and make sure drafting language and how it fits, The researcher was keen on the diversity of disciplines arbitrators to comprehensive notes on the questionnaire, where they were taking the observations and opinions of teachers was conducted arbitrators required amendment.

The stability of the tool

To verify the stability of the tool have been applied to the sample exploratory composed of 15 members of the study population was selected at random, were extracted reliability coefficient according to Cronbach's alpha to ensure the internal consistency of variables based on the answers of the respondents reconnaissance, were also extracted reliability coefficient according to the Cronbach's alpha after study apply to all members of the school community, and the table (1) illustrates the value of reliability coefficient.

Table (1) the value of reliability coefficient (internal consistency of the paragraphs of the resolution)

Variable	Internal consistency of variables
Organizational structures	0.888
The application of knowledge management	0.993
The acquisition of knowledge	0.968
Knowledge storage	0.978
Dissemination of knowledge	0.918
Use of knowledge	0.946

Notes from the Cronbach's alpha values in the above table (1) The reliability coefficients for all fields of study a high proportion of high fastness and acceptable for the purposes of the study.

The Study Population and Sample

In Jordan, there twenty six companies operating in the field of insurance, including one foreign company, a company MetLife Alico. The companies employs (182) individuals of the incumbents leadership and supervisory different names graded according to the hierarchy of authority and responsibility, namely: (Director, Assistant, Head of Department, Head Division, director of the office or branch), in addition to the two companies under liquidation have been distributed the questionnaire to all the occupants of these jobs in 24 companies in addition to the European Union mandatory for insurance companies (174) individuals, (162) questionnaire recovered from to identify valid for analysis by (93.10%) for the number of members of the study population (86.63%) for a number of questionnaires distributed, as shown in table(2):

Table (2) Community and Study Sample

Company Name	Types of Insurance	Number of Directors	Number of Questionnaires Distributed	Number Questionnaires Recovered	Managers Percentage
Jordan insurance	All types of insurance	10	10	8	80%
Middle east	Medical and life / accident	5	5	4	80%
National insurance	All types of insurance	8	8	7	87.5%
United insurance	All types of insurance	7	7	7	100%
Manara insurance	All types of insurance	6	6	5	83.33%
Arab insurance	General medical	8	8	7	87.5%
Jerusalem	All types of insurance	8	8	8	100%
Jordan french insurance	All types of insurance	9	10	9	100%
Arab union international insurance	All types of insurance	3	3	3	100%
Delta	All types of insurance	8	10	7	87.5%
Jordan emirates insurance	General medical	7	8	7	100%
General medical	General	7	10	7	100%
The holy land insurance	General medical	7	9	7	100%
Arabs life insurance	All types of insurance	4	6	4	100%
Philadelphia insurance	General medical	1	1	1	100%
American life insurance (alico)	General medical	6	8	6	100%
Jordan international insurance	All types of insurance	7	10	7	100%
Arab and european group for insurance	All types of insurance	9	12	9	100%
Islamic insurance	All types of insurance	8	10	7	87.5%
Arab assurers insurance	General medical	4	6	4	100%
Al barakah takaful	All types of insurance	1	2	1	100%
Jordanian arab group	General medical	3	4	3	100%
Arab orient insurance	General medical	9	10	8	88.88%
Mediterrane and gulf insurance	General medical	7	9	6	85.71%
First general insurance	General medical	22	25	20	90.90%
Jordanian union general insurance companies	All types of insurance	174	178	162	93.10%
Total		**174**	**187**	**162**	**93.1%**

Hypothesis Test

The main hypothesis

There are no statistically significant effect at the level of significance ($\alpha \leq 0.05$) between the organizational structure and the application of knowledge management in the Jordanian insurance companies.

To test the hypothesis of the main study test was used regression analysis, indicates the table (3) that the organizational structure exercises significant effect on the application of knowledge management is reflected by the value of (F) of (186.07), a significant value at the level of (0.05), which also shows significant model. The results also show that (54.0%) of the differences occurring in the application of knowledge management due to the organizational structure.

Table (3) The Result of Regression Testing to Test The Main Hypothesis

Scope	B	T	Sig.
Organization Structuere	0.613	13.641	0.000
R2	0.56		
F	186.07		
Sig.	0.000*		

Sub hypotheses

There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) between the organizational structure and the application of knowledge management variables (knowledge acquisition, knowledge storage, dissemination of knowledge, the use of knowledge) in the Jordanian insurance companies.

To test the sub-hypotheses the multiple regression analysis test was used, the table (4) indicates that the organizational structures of the elements of the various exercises significant effect on the variables of the application of knowledge management, and shows it by the value of (F) amounting to (63.25), a moral value at level (0.05), which also shows the moral model. Findings also show that 71% of the differences occurring in the application of knowledge management back to the organizational structures while (29%) due to other variables not included in the model.

According to results of the analysis partial to structures regulatory are the most impact in the (use of knowledge) as achieved values (5.116 = T) and value (0.23 = B), respectively, which values moral at the level (0.05), followed by the impact of structures organizational (storage of knowledge) as achieved values (4.667 = T) and value (0.243 = B), respectively, which values moral at the level (0.05), followed by the impact of organizational structures in (dissemination of knowledge) as achieved values (3.296 = T) and value (0.164 = B), followed by the impact of organizational structures in (gain knowledge) as achieved values (2,437 = T) and value (0.076 = B), respectively, which is at the level of moral values (0.05).

Table (4) Result of Multiple Regression to Test Sub-hypotheses

Variables of the study	B	T	Sig.
Organization Structure / acquisition of knowledge	0.076	2.437	0.142
Organization Structure / knowledge storage	0.243	4.667	0.000
Organization Structure / dissemination of knowledge	0.164	3.296	0.016
Organization Structure / use of knowledge	0.23	5.116	0.000
R2	0.71		
F	63.25		
Sig	0.000*		

Results Discussion

First: Organizational Structures

Evident from the table (5) The arithmetic mean of the organizational structure of the total had reached (3.56), a medium degree, and despite that won paragraphs of the organizational structure of sub-grades approval (high, medium) where I got two paragraphs (no staff employees of the company job description for all Titles, and helps design the organizational structure of the administrative error detection and correction) on the arithmetic averages varying approval ranged from high (3.88, 3.71), respectively, while the rest received shares of paragraphs six paragraphs approval scores ranged from medium (3.22-3.58), the higher the center of my account at paragraph (allows the organizational structure of the company experienced contact with) and the lowest center of my account at paragraph (available in the company department or unit mission attention knowledge) on the lowest.

And justifies the researcher (and a job description) to its importance in job evaluation and determine the salaries and wages of employees, performance assessment and provide appropriate training for each functional commensurate with the tasks carried out by the Group, which is the basis for human resource planning, while researcher justified (design the organizational structure helps to detect and correct administrative errors) its importance to prevent the occurrence of conflicts between groups and organizational units and overlap and imbalances. Good design leads to the structure of coordination between organizational units and clarity of the tasks, and easily adapt to changes in the external environment.

While justifying researcher approval study sample moderately on paragraphs (The organizational structure allows contact with experienced / are available in the company (section / unit) mission attention knowledge) that it leads to an exchange of views and ideas and share knowledge with their experience and benefit from the process of getting new information and develop appropriate solutions and innovative to the various problems that the company may face, while researcher justifying the degrees of approval medium for members of the study sample on paragraphs (the importance of providing a special section of knowledge) that some of these companies do not have the departments or units concerned with knowledge management, which collects and registration and regulation and filtering, analysis and retrieval of knowledge and awareness of sense to all levels of management and conservation of assets cognitive owned by the company safely and in cooperation with all administrative units and identifying information of value and benefit from the knowledge and understanding of the assets of the organization and exploitation of assets.

Table (5) Averages and Standard Deviations of The Organizational Structure

Number	Paragraph	Arithmetic Average	The Standard Deviation	The Percentage	Degree of Approval
1	There are staff employees of the company job description for all titles.	3.88	0.829	77.6	High
2	Design the organizational structure helps to detect and correct administrative errors.	3.71	0.72	74.2	High
3	Provides the organizational structure of the company to connect with the experienced.	3.58	0.951	71.6	Medium
4	Helps the organizational structure of the company's employee's work as a team.	3.57	0.891	71.4	Medium
5	Enjoy the organizational structure of the company flexible enough to develop knowledge.	3.56	0.796	71.2	Medium
6	Allows the organizational structure of the company knowledge and information flow in all directions.	3.54	0.913	70.8	Medium
7	Allows the design of the organizational structure of the company to achieve opportunities for cooperation and coordination among employees.	3.45	0.864	69	Medium
8	Available in the company (section / unit) mission attention knowledge.	3.22	1.063	64.4	Medium
Overall organizational structure	3.56		0.878	871.2	Medium

Second: The Application of Knowledge Management

Knowledge Acquisition: Table (6) for variable gain knowledge on the center of my account (3.43), and the degree of approval medium, though analysis showed Questions variable gain knowledge they have ranged between degrees of approval is high and degrees of approval medium where it came answer one question out of (6) questions elevated consent, and came Answers (5) out of questions (6) estimate the average, where I got a paragraph (Company adopts a style of work teams to share their experiences) on elevated approval while the rest got on the steps of the approval of paragraphs medium ranged between (3.15-3.6),

where I got paragraph (associated company relations of cooperation and partnership with local and regional companies to share knowledge) the highest rate (3.6) and paragraph (help the company working on the acquisition of knowledge through the provision of information sources such as libraries and the Internet) on the lowest rate (3.15).

Table (6) Averages and Standard Deviations for The Paragraphs of the Variable Knowledge Gain

Number	Paragraph	Arithmetic Average	The Standard Deviation	The Percentage	Degree of Approval
1	A company linked to relations of cooperation and partnership with local and regional companies to share knowledge.	3.6	0.837	72	Medium
2	The company provides data to help workers to find solutions to the problems they face administrative.	3.52	0.741	70.4	Medium
3	The company recorded views and experiences with the reservation in databases as experience systems.	3.52	0.774	70.4	Medium
4	The company adopts the methodology of scientific research to create new knowledge.	3.47	0.749	69.4	Medium
5	The Company adopts a method of work teams to share their experiences.	3.33	0.892	66.6	High
6	Help the company to gain knowledge workers through the provision of information sources such as libraries and the Internet.	3.15	1.049	63	Medium
Knowledge Gain		3.43	0.840	68.63	Medium

Storage of knowledge: Table (7) All paragraphs variable storage knowledge has gotten degrees approval medium ranged between (3.45-3.66), and were highest at paragraph (company uses modern technology for the transfer of knowledge and classification) by (3.66) and the lowest at paragraph (the initial
 company data and then transferred to the Information) by (3.45), and the overall rate of the variable (3.56), a rate with the approval of medium degree.

Table (7) Averages and Standard Deviations for The Paragraphs of the Variable Storage Knowledge

Number	Paragraph	Arithmetic Average	The Standard Deviation	The Percentage	Degree Of Approval
1	Company linked to relations of cooperation and partnership with local and regional companies to share knowledge.	3.66	0.781	73.2	Medium
2	The company provides data to help workers to find solutions to the problems they face administrative.	3.57	0.763	71.4	Medium
3	The company recorded views and experiences with the reservation in databases as experience systems.	3.45	0.864	69	Medium
Storage of knowledge		71.2	0.802	68.63	Medium

Dissemination of knowledge: The table (8) approval medium for members of the study sample on all the paragraphs of a variable spread of knowledge and ranged grades between (2.95-3.47), where I got paragraph (is the transfer of knowledge among employees through a computer network) the highest rate (3.47) and paragraph (The company is keen on a monthly bulletins for distribution applications knowledge workers) on the lowest rate (2.95), and the overall rate of axis (3.15), a rate with the approval of medium degree.

Table (8) Averages and Standard Deviations for Variable Paragraphs Dissemination of Knowledge

Number	Paragraph	Arithmetic Average	The Standard Deviation	The Percentage	Degree of Approval
1	Is the transfer of knowledge among employees through a computer network.	3.47	1.121	69.4	Medium
2	Hold the company to its employees training on how to use the knowledge.	3.14	1.039	62.8	Medium
3	The company provides financial and moral support to employees in order to gain knowledge.	3.13	1.034	62.6	Medium
4	The company provides the time and conditions for the exchange of knowledge among employees.	3.06	0.963	61.2	Medium
5	The company is keen on a monthly bulletins for distribution of applications of knowledge workers.	2.95	1.032	59	Medium
Dissemination of knowledge		3.15	0.865	63.0	63.0

Use of knowledge: The table shows (9) degrees different approval for the study sample on the vertebrae variable use of knowledge, the paragraph (use of knowledge by the staff helps the company to evolve, the use of knowledge helps staff to raise the level of service provided to the public, the use of knowledge by employees increase their functional) on average calculation varying approval high reached (4.15, 4.12, 3.89), respectively, while I got paragraphs (trading knowledge among staff within the various administrative levels from different sources, Industry sums of money for the application of knowledge management) on the steps of the approval of medium is (3.41, 3.27), respectively, and the total average Overall axis (3.77), a rate with a high degree of approval.

Table (9) Averages and Standard Deviations of the Paragraphs for the Use of Knowledge

Number	Paragraph	Arithmetic Average	The Standard Deviation	The Percentage	Degree of Approval
1	Use of knowledge by the staff helps the company to evolve.	4.15	0.8	83	High
2	Using knowledge helps staff to raise the level of service provided to the public.	4.12	0.729	82.4	High
3	Use of knowledge by employees increases their functional skills.	3.89	0.731	77.8	High
4	Knowledge among employees is trading within the various administrative levels from different sources.	3.41	0.916	68.2	Medium
5	Industry sums of money for the application of knowledge management.	3.27	0.892	65.4	Medium
Use of knowledge		3.769	0.547	75.4	63.0

The table shows (10) The overall average for the application of knowledge management has reached (3.502) and the degree of approval medium, showed variable (use of knowledge) the degree of approval is high and the rest of the variables degrees of approval medium ranged between (3.15-3.76), where he earned a variable (knowledge acquisition) on the highest rate (3.433) and variable (dissemination of knowledge) on the lowest rate (3.15).

Table (10) averages and standard deviations for the application of knowledge management variables

Axis	Arithmetic Average	The Standard Deviation	The Percentage	Degree of Approval
Knowledge acquisition	3.433	0.586	68.7	Medium
Knowledge storage	3.305	0.747	66.1	Medium
Dissemination of knowledge	3.151	0.865	63.0	Medium
Use of knowledge	3.769	0.547	75.4	Medium
The application of knowledge management	3.502	0.526	70.0	Medium

Results of the study

This study aimed to identify the impact of organizational structures in the application of knowledge management in the sector insurance companies Hashemite Kingdom of Jordan from the standpoint of the owners of leadership positions, supervisory, and the results showed the presence of impact statistically significant for answers the study sample was due to organizational structures elements of various exercising significant effect in the application of management knowledge at a rate of (71%) has been shown that the use of knowledge variable is the most affected, followed by knowledge storage, and dissemination of knowledge, and finally the acquisition of knowledge , based on these results, we reject the hypothesis nihilism, which states that there is no statistically significant impact at the level of significance ($\alpha \leq 0.05$), the organizational structure in the application of knowledge management in the Jordanian insurance companies.

Also found there after statistically significant for answers study sample attributable to the organizational structure, has been shown that exercise significantly affected in the application of knowledge management, and (56%) of the differences occurring in the application of knowledge management back to the organizational structure and thus reject the hypothesis nihilism key states do not And agree this result with the findings of the studies (2011, (Ghorbani et, (2003, (Wang & Ahmed, (Harem and Alkhhali 2006), (Zaher, 2009). Based on these results, recommend research should concern the design of organizational structures being specified Chairman of the Management Application knowledge, and therefore they could be the organizational structure point of strength and reliability built by the company's competitive advantages.

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