

# Impact of Social Capital on Knowledge Sharing at the Public Sector in Jordan

Haitham Ali Hijazi

Dept. Of Business Administration, Al-Zaytoonah University, Jordan, [info@hijazi-km.com](mailto:info@hijazi-km.com)

Hanadi Salamah

Dept. Of Business Administration, Al-Zaytoonah University, Jordan, [hanadis@hotmail.com](mailto:hanadis@hotmail.com)

## Abstract

This study is aimed to investigate the impact of social capital on the knowledge sharing process in the public sector in Jordan. The components of social capital (social participation, values, and trust) do impact public sector institutions in Jordan. The institutions of the public sector in Jordan practice knowledge sharing to some degree. Finally, the research shed light on the impact of social capital on the knowledge sharing process to varying degrees, according to personal and functional variables.

**Keywords:** Social Capital, Knowledge Management, Public Sector, Jordan

## 1. Introduction

Social capital is an old term, used since 1890, but became popular in the late 1990s. Nahapiet and Ghoshal (1998) considered the development and growth of social capital as an important investment, which, like all investments, must be managed, enhanced, and converted to fruitful strategic objectives.

Today, knowledge management is considered a new managerial philosophy, and a modern approach to achieve organizational excellence, because knowledge management helps organizations build intellectual capital capable of facing existing and potential challenges in a dynamic and volatile world, by using three main social processes: knowledge creation, knowledge transfer and sharing, and organizational learning (Hijazi, 2004). Therefore, social capital is a critical factor to the success of the knowledge-sharing process, and knowledge management initiatives help organizations achieve a competitive advantage and long-term success (Kogut & Zander, 1992).

## 2. Statement Problem

This study attempted to measure the impact of social capital (by its dimensions: social participation, values, and trust) on the knowledge sharing process in the public sector in Jordan, by answering the following questions:

- To what extent do the elements of social capital (social participation, values, and trust) exist in the Jordanian public sector?
- Do organizations in the Jordanian public sector implement the knowledge sharing process? To what extent?
- What is the impact of social capital (social participation, values, and trust) on the knowledge sharing process in the Jordanian public sector?
- Do personal and functional variables affect the social capital, and knowledge sharing process in the Jordanian public sector?

## 3. Study Objectives

The study sought to do the following:

- Shed light on the concept of social capital (through its dimensions: social participation, trust, and values) and its impact on promoting the knowledge sharing process.
- Shed light on the concept of the knowledge sharing process and its importance.
- Measure the elements of social capital (social participation, trust, and values) in the public sector.
- Measure the level of the knowledge sharing process in the public sector.
- Measure the impact of social capital (social participation, values, and trust) on the sharing of knowledge in the public sector, according to personal and functional variables.
- Recommend ways to enhance social capital to promote knowledge sharing, improve performance, and achieve competitive advantage.

## 4. Hypotheses

Based on the above, we formulated the following hypotheses:

**Hypothesis 1:** There is no statistically significant impact of social capital (social participation, values, and trust) on the knowledge sharing process in the Jordanian public sector.

### Sub-hypotheses

1a. There is no statistically significant impact of social participation, as a component of social capital, on the knowledge sharing process in the Jordanian public sector.

1b. There is no statistically significant impact of values, as a component of social capital, on the knowledge sharing process in the Jordanian public sector.

1c. There is no statistically significant impact of trust, as a component of social capital, on the knowledge sharing process in the Jordanian public sector.

**Hypothesis 2:** No differences in attitudes toward social capital (social participation, values, and trust) exist according to personal and functional variables in the Jordanian public sector.

**Sub-hypotheses:**

2a. No differences in attitudes toward social capital (social participation, values, and trust) exist according to personal variables (gender, age, educational qualification) in the Jordanian public sector

2b. No differences in attitudes toward social capital (social participation, values, and trust) exist according to functional variables (administrative level, years of experience in the organization, years of experience in the current office) in the Jordanian public sector.

**Hypothesis 3:** No differences in the attitudes toward the knowledge sharing process exist according to personal and functional variables in the Jordanian public sector.

**Sub-hypotheses:**

3a. No differences in the attitudes toward the knowledge sharing process exist according to personal variables (gender, age, educational qualification) in the Jordanian public sector.

3b. No differences in attitudes toward the knowledge sharing process exist according to functional variables (administrative level, years of experience in the organization, years of experience in the current office) in the Jordanian public sector.

## 5. Study Importance:

This study will be important to the following groups:

1. Decision makers in Jordan, by providing a neutral assessment about prevailing social capital and its impact on the process of sharing knowledge in the Jordanian public sector. This knowledge will help decision makers take the necessary actions to adjust any deviations needed to enhance social capital, promote the knowledge sharing process, improve performance, and achieve competitive advantage.
2. Researchers in the field of management, and the social sciences, because this study and its model provide a scientific addition to the fields of knowledge management and social capital.

## 6. Methodology of the study:

### 6.1 Characteristics of the study sample

The targeted population consisted of all employees (210,000) working in the public sector in Jordan; the sample was 534 employees.

### 6.2 Data collection methods

Relevant extant studies were used to collect secondary data, whereas primary data were gathered through a questionnaire, developed to cover the variables and dimensions outlined above.

### 6.3 Statistical analysis

Frequencies, arithmetic mean, standard deviation, simple regression, and analysis of variance were used to conduct the statistical analysis for this study.

### 6.4 Variables measurement

The study used the following dimensions to measure the variables:

- The independent variable (social capital) was measured using a researcher developed questionnaire, and was distributed to participants. The three part questionnaire measures the elements of social capital: social participation, values, and trust.

- The dependent variable (knowledge sharing) was measured using a measurement tool developed by Hijazi (2004). Both of the independent and dependent variables were measured using a 5 point Likert type scale (strongly agree, agree, neutral, disagree, and strongly disagree).

- The moderating variable (Personal and functional variables): the personal variables (gender, age, and educational qualification) and the functional variables (administrative level, years of experience in the organization, and years of experience in the current office).

### 6.5 Study Model:

The study model consists of:

- 1- The independent variable (social capital)
- 2- The moderating variable (personal and functional variables)
- 3- The dependent variable (knowledge sharing)

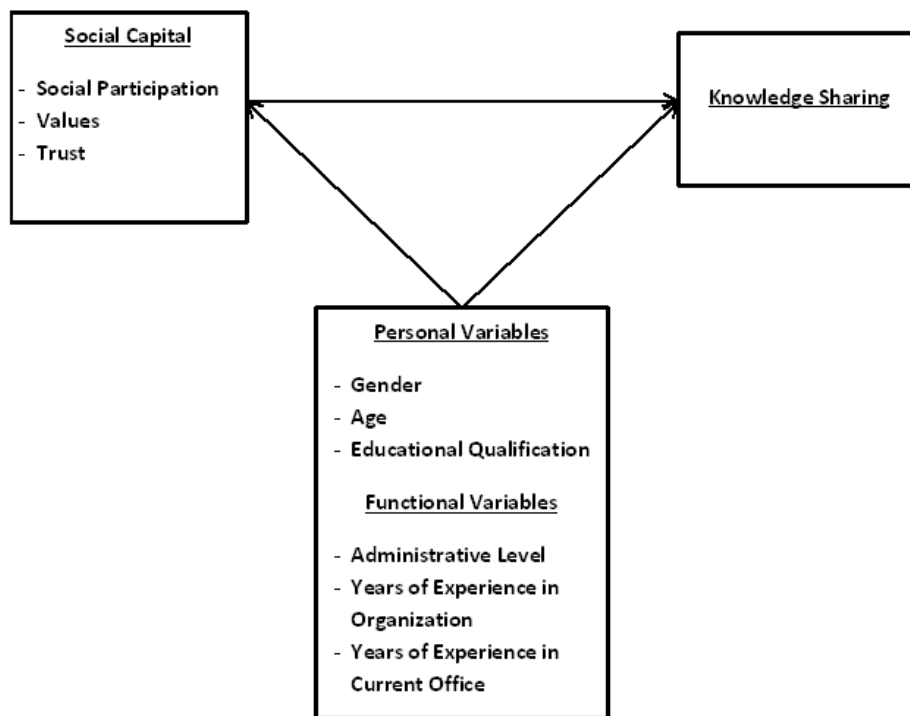


Figure 1. Study model.

## 7. Theoretical framework:

### 7.1 Social Capital:

#### 7.1.1 Concept

Coleman (1998) defined social capital as capital and resources that can be used by individuals and groups to communicate with each other and establish relationships. Putnam (2000) suggested that social capital is the standing relationships between individuals, social networks, and social trust. Moreover, Winter (2000) pointed out that social capital consists of social and positive interpersonal relations, and simultaneously focuses on trust. However, it was suggested that social capital is friends, colleagues, and public relations, through which it is possible to use social and human capital (Portes, 1998). Cohen and Prusak (2000) explained that social capital includes trust and personal networks formed by individuals, and reflects on the success of organizations. Similarly, Burdick-Gulman concluded that social capital is a container of valuable social relationships that bind people together (as cited in Khanifar, Emami, & Nazar, 2011). Also, Marshall and Oliver (2005) defined social capital as a network of family internal relationships, as well as the networks established with the external parties. Thus, the concept of social capital involves two major facets: the capital aspect, and the social. The use of the word capital means that social capital accumulates over long periods of time, so it is difficult to imagine that it could be built instantly or quickly to solve a sudden or casual event. Social aspect indicates that social capital forms in the framework of a social group that individuals join, aiming to use the advantages provided by membership in that group. This means that social capital is not built on the individual level, as are physical or human capital.

#### 7.1.2 Importance:

Rapid changes, to a great extent, occur in the field of information technology, increasing daily need for information, creativity, continuous learning and improvement, trending toward flat and flexible organizational structures, close relationships between organizations, and networks of customers (Khanifar et al., 2011). These processes make dealing with social capital an issue that cannot be neglected by organizational leaders. Social capital helps organizations achieve balance in internal relations, and helps make of social cohesion important; social capital helps organizations pursue their long term future, helping reduce the appearance of ethical dilemmas (Schuller, 2002). Social capital ultimately works to develop the skill to address individuals who consider that human beings are biologically programmed to deal with each other (Nelson-Jones, 2006, p. 1). The presence of human capital and social capital help organizations achieve a competitive advantage, which has become a necessity for every organization in the contemporary world (Youssef & Luthans, 2006).

#### 7.1.3 Elements of Social Capital:

Social capital consists of three elements:

1. Social participation: "how actively the person takes part in the activities of formal and informal groups

in society” (Lindstrom, 2006, para. 8).

2. Values: “Beliefs that meet three criteria: they are stable, identify what a person considers important, and influence behavior” (Daft & Noe, 2001, 108)
3. Trust: “Confidence in the reliability of a person or system, regarding a given set of outcomes or events, where that confidence expresses a faith in the probity or love of another, or in the correctness of abstract principles” (Giddens, 1990, p. 34).

## 7.2 Knowledge Management:

### 7.2.1 Knowledge:

Knowledge is the sum of facts, views, opinions, judgments, working methods, experiences, information, data, concepts, strategies, and principles held by an individual or organization (Barnes, 2002, p. 35; Hijazi, 2004; Stettner, 2000, p. 27; Warner & Witzel, 2004, pp. 51–53; Wiig, 1993, p. 73). It is used to interpret information related to a particular circumstance or situation, and to address this circumstance and this situation. Knowledge has two types: tacit knowledge and explicit knowledge (Balogun & Hailey, 2004, pp. 67–68; Cullen & Parboteeah, 2005, p. 311; Nonaka & Takeuchi, 2004, p. 3; Wiig, 1993, p. 207). Tacit knowledge is complex (i.e., composite) knowledge that is polished and accumulated through the know-how and understanding in peoples’ minds. By contrast, explicit knowledge is knowledge that can be expressed by words, numbers, sound, data sharing, scientific equations, visuals, product specifications, and manuals. Accordingly, explicit knowledge can be transferred, tested, and used by individuals easily, because it can be formed and organized in documents, procedures, software, and many other forms. Consequently, it is public knowledge and common experiences that can be shared, accumulated, transferred, and analyzed. Organizations seek incremental knowledge stockpiles as part of the learning process. Knowledge management is the process of analyzing, combining, evaluating, and implementing changes related to knowledge to achieve goals that have been set in an intentionally organized and purposeful manner. In other words, knowledge management is the process of managing organizational knowledge to create value for business and generate competitive advantage (Fearnley & Horder, 1997, p. 25; Frappaolo & Capshaw, 1999, p. 44; Gartner Group, 1998, p. 5; Griffiths, 1997, p. 62; Hijazi & Al-Hroot, 2013; Hijazi, 2004; Cross, as cited in Little, Quintas, & Ray, 2002, p. 9; Wiig, 1993, p. 16; Yu, as cited in Zerega, 1998, p. 16).

Knowledge management implementation helps organization achieve excellence by improving innovation, increasing productivity, reducing costs, enhancing the decision making process, increasing customer satisfaction, increasing creativity, promoting employee collaboration, and enhancing work implementation in the organization (Myers, 2004, p. 32; Wickham, 2001, p. 223; Wiig, 1994, p. 25).

### 7.2.2 Processes of Knowledge Management

The most important processes of knowledge management are knowledge creation, and knowledge sharing, although, researchers indicated that processes can include other kinds such as encoding, storage, and retrieval.

- **Knowledge creation:** The key to create knowledge is to convert knowledge by converting tacit knowledge to explicit knowledge, and vice versa (Nonaka & Takeuchi, 1995, p. 47). Remarkably, the knowledge conversion process consists of the following four modes: (a) Socialization, (b) Externalization, (c) Combination, and (d) Internalization (Nonaka, 1998, p. 28; Nonaka & Takeuchi, 2004, pp. 54 & 66; Warner & Witzel, 2004, pp. 91–93; Wickham, 2001, p. 349).
- **Knowledge sharing:** Fundamentally, the knowledge transfer process is the first important step in the knowledge sharing process (Coakes, 2003, p. 42; Earl, 1998, p. 48; Szulanski, 1996, p. 43; Zmud, 2000, pp. 15–28) because it focuses on “appropriate” delivery of knowledge to the “appropriate” person at the “proper” time and form. Also, the knowledge creation process alone will not achieve high performance unless the created knowledge transferred throughout the organization, and is used properly. This dissemination of knowledge reduces transference costs and increases organizational performance. To get the utmost benefits of knowledge management, Puccinelli (1998, p. 40) emphasized the concept of knowledge sharing, because the environment that encourages knowledge creation will accrue new knowledge (Marshall & Prusak, 1996, p. 77) even though voluntary knowledge sharing is difficult among users. Therefore, Bhatt (2001, pp. 68–75) pointed to the importance of transferring, disseminating, and sharing knowledge across the organization. Additionally, the positive impact of the interaction between technologies, techniques, and individuals over the effectiveness of knowledge distribution will lead to organizational success (Bhatt, 2001, pp. 68–75).

## 8. Results Analysis

### 8.1 Reliability and Validity

To test the stability of the variables, Cronbach’s alpha was calculated to determine consistency among the study variables. The value of coefficients among all the statements of the questionnaire is .961, .907 between the variables related to the sharing of knowledge in the public sector, and .949 among the variables related the

difference in social capital. These values indicate to the stability of the study tool.

To determine the degree of acceptance of the questionnaire statements, the following weights were adopted: 1–2.33 Weak, 2.34–3.67 Medium, and 3.68–5.00 High.

Table 1

*Cronbach's Alpha Coefficient*

	Variable	No. of statements	Alpha
Independent Variable (Social Capital)	Social participation	12	.910
	Values	10	.828
	Trust	9	.943
	Total	31	.949
Dependent variable (knowledge sharing)		7	.907
Total of questionnaire statements		38	.961

### 8.2 General Characteristics

Next is the relative distribution of the members of the study sample, according to personal and functional characteristics: gender, age, educational qualifications, administrative level, number of years of experience in the organization, and number of years of experience in the current office:

Table 2

*General Characteristics of the Study Sample*

	Variable	Frequencies	Percentage
Gender	Male	414	77.5
	Female	120	22.5
Age	Less than 30 Years	72	13.5
	31–40 years	300	56.2
	41–50 years	108	20.2
	51 Years +	54	10.1
Qualifications	Secondary Certificate	162	30.3
	Community College	156	29.2
	B.A.	162	30.4
	M.A.	18	3.4
Administrative Level	Ph.D.	36	6.7
	Director General	36	6.7
	Director	36	6.7
	Head of Section	72	13.5
	Head of Unit	216	40.5
	Clerk	174	32.6
Years of experience in organization	Less than 5 Years	90	16.9
	6–9 years	102	19.1
	10–14 Years	108	20.2
	15–19 Years	126	23.5
	20–24 Years	18	3.4
Years of Experience in Current Office	25 Years +	90	16.9
	Less than 5 Years	162	30.3
	5 Years +	372	69.7

### 8.3 Descriptive analysis: Arithmetic means standard deviations of the variables of the study.

#### 8.3.1 Social Capital

Table 3

*Means, Standard Deviation, and Acceptance Degree for the Independent Variable: Social Capital*

Independent variable	Arithmetic mean	Standard deviation	Acceptance degree
Social participation	3.13	0.75	Medium
Values	3.45	0.75	Medium
Trust	3.49	0.92	Medium

Table 3 shows the presence of a medium degree of approval on *social participation*, where the total average of answers, according to the scale is 3.13, with a standard deviation of 0.75. Also, the table shows a medium degree of approval for the variable *values*, where the total average of answers according to the scale is 3.45 with a standard deviation of 0.75. The data in table 3 show a medium degree of approval on the variable of *trust*, where

the total average of answers according to the scale is 3.49 with a standard deviation of 0.92.

### 8.3.2 Knowledge Sharing

Table 4

*Mean, Standard Deviation, and Acceptance Degree for the Dependent Variable: Knowledge Sharing*

Dependent variable	Arithmetic mean	Standard deviation	Acceptance degree
Knowledge sharing	3.16	0.99	Medium

Results shown in table 4 indicate there is a medium degree of approval in the knowledge sharing process in the public sector, where the total average of answers, according to the scale, is 3.16 with a standard deviation of 0.99.

### 8.4 Hypotheses Testing:

#### Hypotheses

**Hypothesis 1:** There is no statistically significant impact of social capital (social participation, values, and trust) on the knowledge sharing process in the Jordanian public sector.

Table 5

*Multiple Regression Analysis to Test the Impact of Social Capital on Knowledge Sharing Process*

Independent variable	R	R <sup>2</sup>	Regression	Beta	T	Sig. Level
Social participation			0.389	0.294	8.105	*0.000
Values	0.821	0.674	0.490	0.372	9.242	*0.000
Trust			0.280	0.259	7.329	*0.000

\*Sig. 0.05

Results shown in table 5 indicated there is an impact of social capital (social participation, values, and trust) on the knowledge sharing process in the Jordanian public sector at a significance level of 0.05 where  $R^2 = 0.674$  which indicated that the social capital explained 67.4% of variance in knowledge sharing process. Also the regression analysis revealed that all social capital dimensions: social participation ( $\beta=.389$ ,  $P<.05$ ), values ( $\beta=.372$ ,  $P<.05$ ) and trust ( $\beta=.259$ ,  $P<.05$ ) affect knowledge sharing process.

**Sub-hypothesis 1a:** There is no statistically significant impact of social participation, as a component of social capital, on the knowledge-sharing process in the Jordanian public sector.

Table 6

*Simple Regression Analysis Results to Test the Impact of Social Participation on the Knowledge Sharing Process*

Independent variable	R	R <sup>2</sup>	Regression	Beta	T	Sig. Level
Social Participation	0.716	0.513	0.947	0.716	23.679	*0.000

\*Sig. 0.05

Results shown in table 6 indicated that there is an impact of social participation on the knowledge sharing process in the Jordanian public sector at a significance level of 0.05, where T calculated value is higher than T tabulated. Results showed that social participation explains 51.3% of variance in the knowledge sharing process in the public sector.

**Sub-hypothesis 1b:** There is no statistically significant impact of values, as a component of social capital, on the knowledge sharing process in the Jordanian public sector.

Table 7

*Simple Regression Analysis to Test the Impact of Values on the Knowledge-Sharing Process*

Independent variable	R	R <sup>2</sup>	Regression	Beta	T	Sig. Level
Values	0.762	0.581	1.003	0.762	27.180	*0.000

\* Sig. 0.05

Results shown in table 7 indicated there is an impact of values on the knowledge sharing process at a significance level of 0.05, where T calculated value is higher than T tabulated value. Results also show that values explain 58.1% of variance in the knowledge sharing process in the public sector.

**Sub-hypothesis 1c:** There is no statistically significant impact of trust, as a component of social capital, on the knowledge sharing process in the Jordanian public sector.

Table 8

*Simple Regression Analysis to Test the Impact of Trust on the Knowledge Sharing Process*

Independent variable	R	R <sup>2</sup>	Regression	Beta	T	Sig. Level
Trust	0.695	0.483	0.753	0.695	202.301	*0.000

\*Sig. 0.05

Results shown in table 8 indicated there is a statistical impact of trust on the knowledge sharing process at a significance level of 0.05, where T calculated value was higher than T tabulated. Also, results show that trust explains 48.3% of variance in the knowledge-sharing process in the public sector.

**Hypothesis 2:** No differences in attitudes toward social capital (social participation, values, and trust) exist according to the personal and functional variables (gender, age, and educational qualification) in the

Jordanian public sector.

**Sub-hypothesis 2a:** No differences in attitudes toward social capital (social participation, values, and trust) exist according to the personal variables (gender, age, and educational qualification) in the Jordanian public sector.

Table 9

*Analysis of Variance to Test Differences in Attitudes toward Social Capital According to Personal Variables*

Intermediating variable	Variation source	Sum of squares	Degrees of freedom	Mean of squares	F calculated value	Sig. level
Gender	Between groups	7.460	1.0	7.460	14.381	0.000*
	Within groups	275.959	532.0	0.519		
	Total	283.419	533.0			
Age	Between groups	2.469	3.0	0.823	1.553	0.200
	Within groups	280.950	530.0	0.530		
	Total	283.419	533.0			
Educational qualifications	Between groups	22.598	4.0	5.649	11.458	0.000*
	Within groups	260.821	529.0	0.493		
	Total	283.419	533.0			

Results shown in table 9 indicated there are statistically significant differences in attitudes toward social capital attributable to the difference in the variable of gender, where the *F* calculated value is 14.381 with a significance level of 0.000. Regarding age, the *F* calculated value was 1.553 with a significance level of 0.200. With respect to the educational qualification, results showed that the *F* calculated value was 11.458 with a significance level of 0.000.

**Sub-hypothesis 2b:** No differences in attitudes toward social capital (social participation, values, and trust) exist according to functional variables (administrative level, experience in the organization, and experience at the current office) in the Jordanian public sector.

Table 10

*Analysis of Variance to Test Differences in Attitudes toward Social Capital According to Functional Variables*

Intermediating variable	Variation source	Sum of squares	Degree of freedom	Mean of squares	F calculated value	Sig. level
Administrative level	Between groups	33.817	4	8.454	17.918	0.000*
	Within groups	249.601	529	0.472		
	Total	283.419	533			
Years of experience in organization	Between groups	40.810	5	8.162	17.764	0.000*
	Within groups	242.608	528	0.459		
	Total	283.419	533			
Years of experience in current office	Between groups	19.384	1	19.384	39.056	0.000*
	Within groups	264.035	532	0.496		
	Total	283.419	533			

Results shown in table 10 indicated there are statistically significant differences in attitudes toward social capital in the public sector attributable to the differences in the administrative level, where the *F* calculated value is 17.918 with a significance level of 0.000. Also, results showed there are statistically significant differences in attitudes toward social capital attributed to the differing number of years of experience in the organization, because the *F* calculated value equals 17.764 with a significance level of 0.000. Regarding years of experience in the current office, results proved the presence of statistically significant differences in attitudes toward social capital, attributable to the differences in years of experience in the current office, where the *F* calculated value was 39.056 with a significance level of 0.000.

**Hypothesis 3:** No differences in attitudes toward the knowledge sharing process exist according to the personal and functional variables in the Jordanian public sector.

**Sub-hypothesis 3a:** No differences in attitudes toward the knowledge sharing process exist according to personal variables (gender, age, and educational qualification) in the Jordanian public sector.

**Table 11**  
*Analysis of Variance to Test Differences in Attitudes toward the Knowledge Sharing Process in the Public Sector According to Personal Variables*

Intermediating variable	Variation source	Sum of squares	Degree of freedom	Mean of squares	F calculated value	Sig. level
Gender	Between groups	13.797	1	13.797	14.345	0.000*
	Within groups	511.666	532	0.962		
	Total	525.463	533			
Age	Between groups	37.758	3	12.586	13.678	0.000*
	Within groups	487.704	530	0.920		
	Total	525.463	533			
Educational qualification	Between groups	71.816	4	17.954	20.936	0.000*
	Within groups	453.647	529	0.858		
	Total	525.463	533			

Results shown in table 11 indicated there are statistically significant differences in attitudes toward the knowledge sharing process in the public sector due to the variable of gender, because the *F* calculated value equals 14.345 with a significance level of 0.000. Results also showed there are statistically significant differences in attitudes toward the knowledge sharing process in the public sector attributable to the difference in the variable of age, because the *F* calculated value was 13.678 with a statistical significance of 0.000. Regarding the educational qualification, results showed the presence of statistically significant differences in attitudes toward the knowledge sharing process in the public sector due to the differences in educational qualification, because the *F* calculated value equals 20.936 with a statistical significance of 0.000.

**Sub-hypothesis 3b:** No differences in attitudes toward the knowledge sharing process exist according to functional variables (administrative level, experience in the organization, and experience at the current office) in the Jordanian public sector.

**Table 12**  
*Analysis of Variance to Test Differences in Attitudes toward the Knowledge Sharing Process in the Public Sector According to the Functional Variables*

Intermediating variable	Variation source	Sum of Squares	Degree of freedom	Mean of squares	F calculated value	Sig. level
Administrative level	Between groups	13.640	4	3.410	3.524	0.007*
	Within groups	511.823	529	0.968		
	Total	525.463	533			
Years of experience in organization	Between groups	167.821	5	33.564	49.552	.000*0
	Within groups	357.642	528	0.677		
	Total	525.463	533			
Years of experience in current office	Between groups	22.991	1	22.991	24.342	0.000*
	Within groups	502.472	532	0.944		
	Total	525.463	533			

Results shown in table 12 indicated there are statistically significant differences in attitudes toward the sharing of knowledge in the public sector, attributed to different administrative levels, because the *F* calculated value was 3.524 with a 0.007 level of statistical significance. Also, the results showed a statistically significant difference in attitudes toward the knowledge sharing process in the public sector, attributed to the different number of years of experience in the organization, because the *F* calculated value was 49.552 with a level of statistical significance of 0.000. Regarding years of experience in the current office, results showed there are statistically significant differences in attitudes toward the knowledge-sharing process in the public sector due to the difference of years of experience in the current administrative office, because the *F* calculated value equals 24.342, with a level of statistical significance of 0.000.

## Results Discussion and Recommendations

### Results Discussion

Analysis of results indicated that social capital, with its components (social capital, values, and trust) existed in public sector institutions in Jordan to a moderate degree. This outcome is attributed to the wide existence of inflexible formal organizations.

Results also showed that public sector organizations in Jordan are sharing knowledge to a medium degree, because knowledge management in Jordan is a new topic, and the perception and awareness of it is still limited,



and that using knowledge management in the public sector in Jordan is one criterion put forth in The King Abdullah II Award for Excellence in Government Performance and Transparency, which all government institutions work to achieve.

Results indicated that social capital, with its components, affects the knowledge sharing process to varying degrees. It was noted that values is the most influential, followed by social participation, and finally trust. This outcome is attributed to the understanding that Jordanian society is still a conservative society in social values, and that all public sector organizations have begun to focus on corporate values, because organizational values improve institutional performance.

Regarding attitudes of members of the study population toward social capital, according to personal variables, results showed the existence of differences in favor of men rather than women. This dichotomy may exist because Jordanian society is a conservative one, where men can practice social participation more than women, and because of the number of male workers in the public sector is higher than the number of female workers.

Results also indicated there are no statistically significant differences in attitudes of members of the study population toward social capital with all its components attributable to age difference, because all members of the sample belonged to the same society, and their point of view toward the interactions caused by social capital are homogeneous regardless of age level. This uniformity is the result of inherited customs, traditions, and values, and transitions among members of the community, and emphasizes the need to embody and practice social capital in the daily life of all generations.

Moreover, results indicated the presence of statistically significant differences in attitudes of members of the study population toward social capital attributed to differences in educational qualifications, in favor of those holding a secondary certificate. This outcome can be explained by the desire to align socially in an organization to enhance status, role, and self-actualization, and receive higher compensation for the higher levels of qualifications.

Regarding attitudes of the study population toward social capital according to functional variables, results showed the presence of statistically significant differences attributable to differences in administrative levels, in favor of those at the level of director. This outcome was because managers are aware of the importance of positive social relationships in organizations, and their role is to help achieve organizational goals.

Results also showed the presence of statistically significant differences in attitudes toward social capital attributed to the differing number of years of experience in the organization in favor of groups of individuals with the most years of experience, as well as to the different number of years of experience in their current administrative office in favor of individuals with 5 or more years of experience. This outcome may be because as the number of work years in the organization and in administrative positions increases, awareness of the importance of personal interaction between individuals and cooperation increase, which in turn increases the level of social participation and mutual trust. Therefore, organizational values will be a common denominator, and executing it increased scores.

Moreover, results indicated the presence of differences in attitudes toward the knowledge sharing process according to the personal variables attributed to gender in favor of men. This can be explained as the knowledge sharing process requires the exercise of activities inside and outside the organization, during official working hours and outside those hours. Because of the nature of conservative Jordanian society, women may not be able to participate at these times to the same degree.

Results also showed the presence of statistically significant differences toward the knowledge sharing process according to differences in educational qualifications in favor of those with doctoral degrees and high school certificates. For those with doctoral degree, this outcome is due to the progress in the scientific understanding of individuals, as they become more aware of the importance of knowledge sharing to improve performance and achieve competitive advantage. For high school certificate holders, success is attributable to their readiness for high performance, and their desire to acquire knowledge, and to use the stock of the knowledge, providing them with the knowledge they need in their work, and improving their performance.

Regarding differences in attitudes of participants toward the knowledge sharing process according to the functional variables, results showed the presence of statistically significant differences attributable to differences in administrative levels, favoring the director managerial level, because managers are aware, more than others, of the importance of knowledge sharing and its role in improving performance, as well as, because directors are responsible for providing the required support for the implementation of the knowledge-management initiative.

Moreover, results indicated the presence of statistically significant differences in attitudes toward the knowledge sharing process attributed to the difference in the number of years of experience in the organization to the benefit of individuals with the most years of experience. This outcome may be because as the number of years of experience increases, employee' interactions and relations with each other increases, and consolidated cooperation and mutual trust between them deepens, which boosts knowledge sharing.

Finally, results showed the presence of statistically significant differences in attitudes of respondents toward the

process of sharing knowledge attributed to the years of experience in the current office, favoring individuals with 5 or more years of experience, and favoring the age category of younger than 30 years. This may be due to increased awareness by respondents of the importance of knowledge sharing, and their willingness to attain the maximum amount of knowledge through sharing to obtain the advantages of shared knowledge, use it in their work, and improve their performance.

### Recommendations

1. Continue to promote awareness of knowledge management, its importance, and role in improving organizational performance, and achieving competitive advantage. This can be accomplished by carrying on training programs, and displaying success stories and benefits accruing to employees.
2. Take the steps necessary to promote the knowledge sharing process by providing the necessary facilities, and adopting the required systems to encourage knowledge sharing, rewarding and compensating the employees involved in this process.
3. Adopt effective strategies to enhance internal communication in organizations.
4. Encourage informal organizations in the public sector in Jordan, and support formal and informal social activities to promote social participation.
5. Embody institutional values in daily practices by modeling the exercise of values by the leadership of the organization. Such practices will be emulated, as these values are disseminated among employees throughout the organization.
6. Enhance mutual trust in the Jordanian public sector by exercising transparency, integrity, justice, and equality.
7. Establish knowledge partnerships with Arab and non-Arab organizations, aiming to share knowledge, developing expertise, and transfer skills.
8. Stimulate advanced Arab and international experiences in the field of knowledge management, as well as mechanisms of sharing and investing in social capital.

### References

1. Balogun, J. and Hailey, V. P. (2004) Exploring Strategic Change, Harlow, England, Prentice Hall
2. Barnes, Stuart (ed.) (2002) Knowledge Management Systems: Theory and Practice, London, Thomson Learning
3. Bhatt, G. D. (2001) Knowledge Management in Organizations: Examining the Interaction Between Technologies, Techniques, and People, Journal of Knowledge Management, 5 (1) pp. 68 – 75
4. Coakes, Elayne (ed.) (2003) Knowledge Management: Current Issues and Challenges, U.S.A., Idea Group Publishing
5. Cohen, D. J. & Prusak, L. (2000) In Good Company: How Social Capital Makes Organization Work, Harvard Business School Press Books
6. Coleman, J. S. (1988) Social Capital in the Creation of Human Capital, American Journal of Sociology, 94, S95 – S 121
7. Cullen, J. B. and Parboteeah K. P. (2005) Multinational Management, South-Western College Pub, U.S.A.
8. Daft, Richard L. & Noe, Raymond A. (2001) Organizational Behavior, Harcourt, Inc. Orlando, U.S.A.
9. Earl, M. J. (1998) Information Management, New York, Oxford University Press
10. Fearnley, P. and Horder, M. (1997) What is Knowledge Management? Knowledge Management in the Oil and Gas Industry, London Conference Proceedings Notes
11. Frappaolo, C. and Capshaw, S. (1999) Knowledge Management Software: Capturing the Essence of Know – How and Innovation, The Information Management Journal, July, pp. 16 – 25
12. Gartner Group (1998) 21st Century Vision, Information Strategy, 3 (9)
13. Giddens, Anthony (1990) The Consequences of Modernity. Stanford, Stanford University Press
14. Griffiths, E. (1997) Knowledge Management for Global Operations and its Impact, Oil and Gas Industry, February 13, pp. 61 – 70
15. Hijazi, Haitham & Al-Hroot, Hadeel (2013) Measuring the Effect of the Perception of Knowledge Management on its Utilization in Public Sector in Jordan: a Comparative Study to Determine the Change in the Utilization of Knowledge Management Between 2004 – 2013, Journal of Information and Knowledge Management, Vol. (3) no. 11, 63 - 74
16. Hijazi, Haitham A. (2004) Measuring the Effect of the Perception of Knowledge Management on its Utilization in the Jordanian Organizations: A Comparative Analytical Study Covers Public and Private Sectors towards Building a Model for Utilizing Knowledge Management, Ph. D. dissertation, Amman Arab University for Graduate Studies, Amman, Jordan
17. Khanifar, H., Emami, M., Nazar, K. (2011) The Survey of Correlation Between Social Capital and

- Knowledge Management: the Case Study of National Refining and Distribution of Oil Company in Iran (Shiraz), *Australian Journal of Basic and Applied Sciences*, 5, (12)
18. Kogut, B., Zander, U. (1992) Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology, *Organization Science*, (3)
  19. Kothuri, Smita (2002) Knowledge in Organizations : Definition, Creation and Harvesting, [www.gse.harvard.edu](http://www.gse.harvard.edu), Retrieved March 18, 2004
  20. Lindstrom, Martin (2006) Social capital and Lack of Belief in the Possibility to Influence One's Own Health, A Population based Study, *Scandinavian Journal of Public Health*, (34), No. 1, pp. 69-75
  21. Little, Stephen, Quintas, Paul and Ray, Tim (ed.) (2002) *Managing Knowledge : An Essential Reader*, London, Sage Publications
  22. Marshal, Maria I., Oliver, Whitney N. (2005) the Effect of Human, Financial and Social Capital on the Entrepreneurial Process for Entrepreneurs in India, Paper Prepared for Presentation of the Allied Social Science Association Annual Meeting, Philadelphia, Pennsylvania
  23. Marshall, C., Prusak, L. and Shpilberg, D. (1996) Financial Risk and the Need for Superior Knowledge Management, *California Management Review*, 38 (3) pp. 77 – 101
  24. Myers, Paul S. (2004) Making the Business Case for Knowledge Management, [www.Yahoo.com](http://www.Yahoo.com), Retrieved July 7, 2004
  25. Nahapiet, J., Ghoshal, S. (1998) Social Capital, Intellectual Capital and the Organizational Advantage, *Academy of Management Review*, (23) 22
  26. Nelson- Jones, Richard (2006) *Human Relationship Skills: Coaching and Self- Coaching*, 4<sup>th</sup>. Ed., Routledge- Taylor & Francies Group, U.S.A.
  27. Nonaka, Ikujiro and Takeuchi, Hirotaka (1995) *The Knowledge Creating Company : How Japanese Companies Create the Dynamics of Innovation*, New York, Oxford university Press
  28. Nonaka, Ikujiro and Takeuchi, Hirotaka (2004) *Hitotsubashi on Knowledge Management*, Singapore, John Wiley & Sons (Asia) Pte Ltd.
  29. Nonaka, Ikujiro (1998) *The Knowledge – Creating Company*, Harvard Business Review on Knowledge Management, U.S.A., Harvard Business School Press
  30. Portes, Alejandro (1998) Social Capital: its Origins and Applications in Modern Sociology, *Annual Review of Sociology*, (24), No.1, pp. 1 - 25
  31. Puccinelli, B. (1998) Strategies for Sharing Knowledge, *Inform*, 12 (9) pp. 40 – 41
  32. Putnam, R. (2000) *Bowling Alone: the Collapse and Revival of American Community*, Simon & Schuster, New York, U.S.A.
  33. Schuller, Tom (2000) Social and Human Capital: the Search for Appropriate Techno Methodology, *Policy Studies*, (21), 1, 25 - 35
  34. Stettner, Morey (2000) *Skills for New Managers*, U.S.A., McGraw – Hill
  35. Szualnski, G. (1996) Exploring Internal Stickiness : Impediments to the Transfer of Best Practice Within the Firm, *Strategic Management Journal*, 17, pp. 27 – 43
  36. Warner, M. and Witzel, M. (2004) *Managing in Virtual Organizations*, Australia, Thomson
  37. Wickham, P. A. (2001) *Strategic Entrepreneurship*, Harlow, England, Prentice Hall
  38. Wiig, Karl M. (1993) *Knowledge Management Foundations : Thinking About Thinking / How People and Organizations Create, Represent and Use Knowledge*, U.S.A., Schema Press
  39. Wiig, Karl M. (1994) *Knowledge Management : the Central Management Focus for Intelligent Acting Organization*, U.S.A., Schema Press
  40. Winter, Ian (2000) Towards a Theorised Understanding of Family Life and Social Capital (Working Paper No. 21), Australian Institution of Family Studies
  41. Youssef, C. M., Luthans, Fred (2006) Immigrant Psychological Capital: Contribution to the War for Talent and Competitive Advantage, [www.nbs.ntu.sg/research.pdf](http://www.nbs.ntu.sg/research.pdf)
  42. Zerega, B. (1998) *Art of Knowledge Management*, Infoworld, July 27, p. 61
  43. Zmud, R. W. (ed.) (2000) *Framing the Domain of IT Management: Projecting the Future through the Past*, Ohio, Pinnflex educational resources, Inc.