

# The Impact of Knowledge Management on Organizational Ambidexterity at Jordanian Food Industry Companies

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## Abstract

This study aimed at identifying the impact of knowledge management KM on organizational ambidexterity OA in Jordanian food industry companies. The population of the current study involved of all the managers and employees in the top and middle managerial levels. The researcher used the questionnaire as a tool for data collection, where (180) questionnaires were distributed to the sample, and only (162) questionnaires suitable for analysis. The results displayed that the mean scores for the responses of the sample about applying KM and achieving OA with its dimensions were high. The results revealed that there was an impact of KM with its dimension's knowledge (knowledge creation KC, knowledge storage KS, knowledge sharing KSh, and knowledge application KA) on OA in Jordanian industrial food companies. Also, there was an impact of KM on the dimensions of opportunity exploration, opportunity exploitation) in Jordanian food industry companies. The researcher recommended the necessity of urging companies to use the practices of knowledge management in achieving the dimensions of organizational ambidexterity with its dimensions simultaneously, but not individually; in order to gain more efficiency in achieving the planned objectives.

**Keywords:** Knowledge Management, Organizational Ambidexterity, Opportunity Exploration, Opportunity Exploitation, Knowledge Creating.

## Introduction

The increased developments in business organizations led to more capacity to cope with the environmental changes, competitive forces and challenges at the local and global levels, in that the success of organizations has become more dependent on their ability to keep pace with the latest developments in order to maintain their sustainability, particularly in the light of information technology revolution. Indeed, the ease of obtaining information urged organizations to manage and organize those data perfectly in order to utilize them in

achieving the planned objectives and making the suitable decisions; therefore, those data have become an important resource for generating knowledge.

Accordingly, the organizations in this era- including the food industry companies- have become more interested in knowledge, considering it amongst the most important methods for improving performance. In this vein, individuals can use knowledge effectively and adopt new managerial practices in knowledge management, represented by the way of generating knowledge, investing resources effectively, storing and sharing it in an organized way as well as applying it correctly to ensure achieving the best possible performance. Since managers have become convinced that knowledge management is amongst the most important elements in achieving competitive advantage and maintaining higher levels of performance, knowledge has become one of the most important strategic resources for modern organizations (Yu and Kim, 2020). Therefore, there should be more concern with knowledge management resources in the human minds in order to achieve organizational ambidexterity among business organizations, including food industry companies.

Organizational ambidexterity increases the capacity of business organizations to encounter the internal and external environmental factors by exploring the opportunities in the work environment and exploiting the available environmental resources to face all the challenges and satisfy work requirements (Sa'ad, 2023). Therefore, this study aimed to identify the impact of KM on OA at Jordanian food industry companies.

### **The Study Importance**

#### **The Scientific Importance**

The scientific importance of this study lies in identifying the impact of KM on achieving OA which, in turn, enhances the role of modern administrative methods in facing the changing environmental conditions and the increased competition. The study importance also lies in bridging the gap resulting from the paucity of the studies that addressed the impact of KM on OA in Jordanian food industry companies, in addition to its importance in introducing a new scientific outcome that enrich libraries and promote the studies that addressed the conceptual framework which combines KM and OA.

#### **The Practical Importance**

The study's practical importance lies in identifying the impact of KM on achieving OA in Jordanian food industry companies due to the development of information and technical domains which is, in turn, reflected on achieving high performance levels among business organizations, increasing their competitive ability and achieving the targeted objectives. The study importance also lies in the study population, represented by the Jordanian food industry companies and their role in producing high quality products that achieve customer's satisfaction by applying the methods of knowledge management that contribute to improving performance and getting to the planned profit margins.

### **The Study Objectives**

The study mainly aimed to identify the impact of KM on OA in Jordanian food industry companies. The following sub-objectives are derived from this main objective:

- 1- Identifying the impact of KM on opportunity exploration at Jordanian food industry companies.
- 2- Identifying the impact of KM on opportunity exploitation at Jordanian food industry companies.

### **The Study Problem**

Even though some organizations have OA in their work, they don't achieve much progress and success due to the lack of knowledge management which is, in turn, reflected on the performance of organizations and their ability to compete. Therefore, the study problem was focused on the extent to which the Jordanian food industry companies have organizational ambidexterity in exploring and exploiting the available opportunities perfectly. This can be achieved based on activating the role of KM in developing the methods employed in the organization's processes and providing feedback about the information used in performing the activities and functions by creating, acquiring, sharing and applying knowledge in Jordanian food industry companies.

Accordingly, this study aimed to recognize the level to which the Jordanian food industry companies have organizational ambidexterity, where the study problem was represented by the subsequent main question:

What is the impact of KM with its dimensions (KC, KS, KSh, and KA) on OA with its dimensions (opportunity exploration, opportunity exploitation) in n the Jordanian food industry companies?

### **The following sub-questions are derived from this main question**

- 1- What is the relative importance of KM application in Jordanian food industry companies?
- 2- What is the relative importance of organizational ambidexterity application in the Jordanian food industry companies?
- 3- Is there an effect for KM on organizational ambidexterity in Jordanian food industry companies?
- 4- Is there an effect for KM on opportunity exploration in Jordanian food industry companies?
- 5- Is there an effect for KM on opportunity exploitation in Jordanian food industry companies ?

### **The Study Hypotheses**

Ho1: There is no statistically significant effect at ( $\alpha \leq 0.05$ ) for KM with its dimensions (KC, KS, KSh, and KA) on organizational ambidexterity with its dimensions in Jordanian food industry companies.

The following hypotheses are consequent from the main hypothesis

Ho1-1: There is no statistically significant effect at ( $\alpha \leq 0.05$ ) for KM with its dimensions (KC, KS, KSh, and KA) on opportunity exploration in Jordanian food industry companies.

Ho2-1: There is no statistically significant effect at ( $\alpha \leq 0.05$ ) for KM with its dimensions (KC, KS, KSh, and KA) on opportunity exploitation in Jordanian food industry companies.

### **The Theoretical Framework**

In this section, the researcher will introduce the study variables and dimensions as follows:

#### **Knowledge Management**

It denotes to the activities that help businesses organizations obtain the necessary information which they use to increase business performance and achieve the targeted objectives effectively (Mahdi, 2021). Feng et al (2022) suggested that knowledge

management contributes to facilitating the implementation of innovative practices by converting knowledge into products and services that are based on a series of administrative activities and procedures, where knowledge exchange contributes to innovating activities, coming up with new ideas and improving performance. Alyaarubi (2021) suggested that knowledge management is viewed as a group that generates and develops knowledge based on information technology in order to achieve the added value that contributes to achieving more innovation and excellence. Abuaddous et al (2018) suggested that knowledge management systems that have become more obvious due to information technology revolution; therefore, knowledge management systems are defined as the process of connection between work places based on obvious practical steps and or within a domain inside the organization's limits.

The studies varied concerning the dimensions that they addressed for knowledge management. In their study, Mbaidin et al (2020) addressed (KC, KS, KSh, and KA) as the dimensions of KM. However, Salama (2017) addressed the dimensions of (knowledge acquisition, knowledge distribution, knowledge interpretation, and knowledge memory). Idrees et al (2022) addressed the dimensions of (knowledge acquisition, knowledge sharing, and knowledge application), whereas Fadaie et al (2023) addressed the dimensions of (KC, knowledge retention, and KA). In their study, Yu and Kim (2020) addressed the dimensions of (knowledge sharing, knowledge transfer), Alhazaima (2022) addressed (knowledge generation, knowledge distribution, and knowledge application), whereas Alsaibani and Mohsin (2021) addressed the dimensions of (KC, KS, knowledge distribution, and KA). However, this study addressed the following dimensions (KC, KS, KSh, and KA).

### **Organizational Ambidexterity**

Alhassan (2022) defined organizational ambidexterity as a basic characteristic adopted by successful business organizations in order to align their physical, human and natural resources with the way of managing and exploiting those resources in the best possible methods which, in turn, contributes to exploring and employing those methods to achieve more growth and sustainability. Alghanai (2022) defined organizational ambidexterity as the ability of business organizations to cope with the developments and changes that result from the existence of conflicting processes inside the organization, and its ability to pursue the investment strategies represented by all the innovative activities that lead to an improvement in the situation of products and market as well as the strategies of exploration, represented by technological innovation which seeks to introduce new domains in the context of products and markets. Abdulaziz (2022) suggested that organizations can achieve balance between exploration and exploitation by making advantage of the available opportunities and balancing the organization's exploration and exploitation activities according to the available resources. Amari (2022) suggested that organizational ambidexterity contributes to achieving balance between the activities of exploration and exploitation in order to enable organizations to survive in the high-risk environments.

The studies varied concerning the dimensions that addressed knowledge management. For example, Abd (2022) addressed the dimensions of (ideal investment opportunities, exploring new opportunities), Abazeed (2020) addressed (opportunities exploration, opportunity exploitation), Ibrahim et al (2021) addressed (opportunities exploration, opportunity exploitation, structural ambidexterity, organizational design), whereas Hmood and Hamzah (2022) addressed (opportunities exploration, opportunity exploitation, distinctive organizational ambidexterity). As for the current study, the researcher addressed

(opportunities exploration and opportunities exploitation) as dimensions of organizational ambidexterity.

### **The Previous Studies**

In their study, Fadaie et al (2023) revealed that there is a positive relationship between the dimensions of KM (KC, KS, and KA) and job satisfaction among the employees of the health care network in the city of Hajjiabad. Furthermore, Hazaimeh (2022) suggested that there is a partial effect for KM with its dimensions (generation, distribution, and application) on achieving the competitive advantage with its dimensions (offering new services, quality, speed in providing services) with human capital as a mediating role in private hospitals in Irbid. In the same vein, Alsaibani and Mohsin (2021) suggested that the processes of knowledge management and organizational creativity exist in private universities in the city of Ibb, and that there is an impact for knowledge management on organizational creativity. Also, Abuaddous et al (2018) revealed that KM with its processes and practical capabilities related to infrastructure has a positive effect on all the domains of organizational performance directly and indirectly.

In this study that addressed the variable of organizational ambidexterity, Ali (2023) suggested that there is an effect for the high-performance working systems on organizational ambidexterity based on intellectual capital in communication and information technology in Egypt. In a similar vein, Alhassan (2022) suggested that organizational ambidexterity is highly existing in the private national university, and that there is a positive influence for the strategic orientation with its dimensions on organizational ambidexterity. Abd et al (2022) revealed that there is a direct effect of organizational ambidexterity on financial performance, and a direct effect for the dimensions of organizational ambidexterity (investment in the ideal opportunities, exploring new opportunities) on the financial performance in some Iraqi private banks. Moreover, Abazeed (2020) suggested that all the dimensions of strategic capabilities affect the dimensions of KM (generation, acquisition, storage, and application), in addition to their effect on the dimensions of organizational ambidexterity (opportunity exploration, opportunity exploitation) in the Jordanian commercial banks. As for the studies that addressed both knowledge management and organizational ambidexterity, Sa'ad (2023) revealed that there is an effect for knowledge management with all its processes on OA, in addition to an effect for the processes of decision-making on OA. The results also revealed that there is an effect for KM on OA based on the mediating role for the process of decision-making in the Jordanian commercial banks in the northern region of Saudi Arabia. Furthermore, Almohammadi and Alqurashi (2022) revealed that there is an effect for the dimensions of KM (creation, storage, application) on achieving OA in general directorate of education in Jeddah governorate.

This study is distinctive from the previous studies in terms of the variables that it addressed as compared to variables addressed by other researchers, as far as the researcher knows. This study focused on identifying the impact of knowledge management with its dimensions (KC, KS, KSh, and KA) on organizational ambidexterity with its dimensions (opportunity exploration, opportunity exploitation). Also, it is amongst the first studies that applied the above-mentioned variables to the study population, represented by the Jordanian industrial food companies.

### The Study Methodology

In order to describe and analyze the impact of KM on OA in Jordanian food industry companies from the perspective of employees, where the study used the analytical descriptive approach.

### Population and Sample

Population of the study consisted of all top and middle managerial levels in Jordanian food industry companies, with a total of (215) employees. The study sample was selected from the managers and employees working in the higher and middle managerial levels in the targeted population, where (180) questionnaires were distributed, and only (175) questionnaires were returned, of those (13) questionnaires were excluded due to incomplete data; thus, the final study sample involved of (162) questionnaires, representing (75.35%) of the total study population.

### Characteristics of the Sample

Table (1) shows the demographic variables (gender, educational level, years of experience, job status) of the sample.

Table (1)

*The characteristics of the respondents*

	Classification	Frequency	(%)
Gender	Male	132	81.48
	Female	30	18.52
	Tot.	162	100
Educational level	Bachelor	129	79.63
	Higher studies	33	20.37
	Tot.	162	100
Experience (Years)	Less than 5 years	20	12.35
	(6-10) years	41	25.31
	(11-15) years	34	20.99
	16 years or more	67	41.36
	Tot.	162	100
Job status	Manager	5	3.09
	Deputy manager	18	11.11
	Head of department	139	85.80
	Tot.	162	100

### The Study Instrument

The questionnaire was used as a tool for collecting data from the top and middle managerial levels in Jordanian food industry companies, the researcher developed the instrument that consisted of the following parts:

**The first part:** it included the following variables related to the sample individuals: gender, educational level, experience, job status.

**The second part:** it represents the independent variable, and consisted of (20) questions about the level of implementing KM, where the questions were distributed to (4) domains: KC, KS, KSh, and KA.

**The third part:** it represents the dependent variable and consisted of (14) questions that aim to assess the level of OA, where the questions were distributed to (2) domains: opportunity exploration, opportunity exploitation.

### The results related to the reliability and validity of the study instrument:

#### First: reliability and validity

The researcher verified the reliability of the study instrument according to its variables, based on the responses of the study sample by calculating the reliability coefficient of the instrument using Cronbach Alpha coefficient, where the value of the reliability coefficients for the was as shown in table (2).

Table (2)

*Reliability coefficient (Cronbach Alpha) for the dimensions of the variables of knowledge management and organizational ambidexterity*

Dimensions	Number of items	Reliability coefficient (Cronbach Alpha)
KC	5	0.917
KS	5	0.928
KSh	5	0.896
KA	5	0.907
Total dimensions of the independent variable	20	0.962
Opportunity exploration	6	0.904
Opportunity exploitation	8	0.921
Total dimensions of the dependent variable	14	0.948

Table (2) showed that the values of Cronbach Alpha were high and ranged between (0.896-0.948), indicating the high consistency between the scale's items.

#### Second, the Validity of the Study Instrument

The questionnaire was introduced to a number of specialist in the domain of the study verify the questionnaire's suitability, in terms of the clarity of the questions, and come up with the final version of the study instrument.

#### Answering the Study Questions

**The first question:** what is the relative importance of KM application in Jordanian food industry companies?

**The second question:** what is the relative importance of OA application in Jordanian food industry companies?

Table (3)

*The means and SD for the responses of the sample individuals according to the dimensions of KM and OA*

Variable	Dimensions	Mean	SD	Order	Level
KM	KC	3.713	0.74	1	High
	KS	3.756	0.64	2	High
	KSh	3.802	0.68	3	High
	KA	3.813	0.65	4	High
	Average level of KM	3.770	0.56	-	High
OA	Opportunity exploration	3.864	0.54	2	High
	Opportunity exploitation	3.939	0.58	1	High
	Average level of OA	3.901	0.50	-	High

Table (3) revealed that the average level of KM application in the Jordanian food industry companies was (3.770), with a SD of (0.56). The results also revealed that the average level OA application in Jordanian food industry companies was (3.901), with a SD of (0.50). This shows an increase in the level of applying KM and OA in Jordanian food industry companies.

**The third question:** Is there an effect for KM on OA in Jordanian food industry companies?

The researcher tested the study's main hypothesis, to answer this question:

**Ho1:** there is no statistically significant effect at ( $\alpha \leq 0.05$ ) for KM with its dimensions (KC, KS, KSh, and KA) on OA with its dimensions in Jordanian food industry companies.

After performing the required tests, Variance Inflation Factor (VIF) was calculated to verify that the interaction between the independent variables isn't high. Also, (Tolerance) test was performed and Skewness was calculated for the study data to verify the assumptions of Normality Distribution, as clarified in table (4).

Table (4)

*The values of (VIF), Tolerance and Skewness coefficient to verify the assumptions of regression analysis*

Number	Independent variables	Tolerance	VIF	Skewness
1	KC	0.655	1.528	0.88
2	KS	0.527	1.896	0.71
3	KSh	0.526	1.902	0.63
4	KA	0.602	1.661	0.69

So as to verify the ability of regression analysis to test the main hypothesis of the study, the researcher can notice that the values of (VIF) for the dimensions of knowledge management were more than (1) and less than (10), and ranged between (1.528-1.902). Also, the value of (Tolerance) were more than (0.1) and ranged between (0.526-0.655), and that the values of Skewness coefficients were less than (1).



Table (5)

*Analysis of variance to determine the impact of KM with its dimensions on OA with its dimensions in Jordanian food industry companies*

Model	Total square	Degree of freedom	Mean scores	f-value	Sig. level (f)
Regression	23.379	4	5.844	*50.16	0.00
Differences	18.292	157	0.116	-	-
Total	41.671	161	-	-	-
Determination coefficient (R <sup>2</sup> )	0.782				

Statistically significant at ( $\alpha \leq 0.05$ )

Table (5) revealed that (f-value) was (50.16), which is statistically significant effect at ( $\alpha \leq 0.05$ ). The results showed that the application of KM with its dimensions accounted for (78.20%) of variance in OA in Jordanian food industry companies.

Table (6) shows multiple stepwise regression analysis results to the dimensions of the independent variable to identify the strength of each dimension of KM.

Table (6)

*Multiple stepwise regression analysis to test the dimensions of KM on OA in Jordanian food industry companies*

Dimension number	The dimensions of KM	Determination coefficient (R <sup>2</sup> )	t-value	Sig. level (t)
4	KA	0.681	*6.02	0.00
2	KS	0.725	*4.95	0.00
3	KSh	0.769	*3.95	0.00
1	KC	0.782	*3.42	0.00

Statistically significant at ( $\alpha \leq 0.05$ )

Table (6) shows the values of determination coefficient (R<sup>2</sup>) for the dimensions of KM, where the dimension of (knowledge application) was in the first place and accounted for (68.10%) of variance in OA, followed by the dimension of (knowledge storage) which accounted for (72.50%), the dimension of (knowledge sharing) (76.90%), and finally the dimension of (knowledge creation) that accounted for (78.20%) of organizational ambidexterity in Jordanian food industry companies. Therefore, the main hypothesis was rejected, stating there is no significant effect for KM with its dimensions (KC, KS, KSh, and KA) on OA with its dimensions in Jordanian food industry companies.

**The fourth question:** Is there an effect for KM on opportunity exploration in Jordanian food industry companies?

In order to answer this question, the first sub-hypothesis was tested:

**Ho1-1:** there is no statistically significant effect at ( $\alpha \leq 0.05$ ) KM with its dimensions (KC, KS, KSh, and KA) on opportunity exploration in Jordanian food industry companies.

Table (7)

*Analysis of variance to identify the impact of KM with its dimensions on opportunity exploration as one of OA dimensions in Jordanian food industry companies*

Model	Total square	Degree of freedom	Mean scores	f-value	Sig. level (f)
Regression	21.996	4	5.499	*39.02	0.00
Differences	22.123	157	0.141	-	-
Total	44.119	161	-	-	-
Determination coefficient (R <sup>2</sup> )	0.647				

Statistically significant at ( $\alpha \leq 0.05$ )

Table (7) revealed that (f-value) was (39.02), which is statistically significant effect at ( $\alpha \leq 0.05$ ). The results showed that the application of KM with its dimensions accounted for (46.70%) of variance in opportunity exploration in Jordanian food industry companies. Table (8) displays multiple stepwise regression analysis results to identify the strength of each dimension of KM in exploring opportunities in Jordanian food industry companies.

Table (8)

*Multiple stepwise regression analysis to test the dimensions of KM on opportunity exploration in Jordanian food industry companies*

Dimension number	The dimensions of KM	Determination coefficient (R <sup>2</sup> )	t-value	Sig. level (t)
4	KA	0.566	*5.16	0.00
2	KS	0.607	*3.57	0.00
3	KSh	0.621	*3.04	0.00
1	KC	0.647	*2.83	0.00

Statistically significant at ( $\alpha \leq 0.05$ )

Table (8) shows the values of determination coefficient (R<sup>2</sup>) for each dimension of KM, where the dimension of KA was in the first place and accounted for (65.60%) of variance in opportunity exploration, followed by the dimension of KS which accounted for (60.70%), the dimension of KSh (62.10%), and finally the dimension of KC that accounted for (64.70%) of variance in opportunity exploration in Jordanian food industry companies.

Therefore, the first sub-hypothesis was rejected, stating there is no significant effect for KM with its dimensions (KC, KS, KSh, and KA) on opportunity exploration with its dimensions in Jordanian food industry companies.

**The fifth question:** Is there an effect for KM on opportunity exploitation in Jordanian food industry companies ?

So as to answer this question, the second sub-hypothesis was tested:

**Ho2-1:** there is no statistically significant effect at ( $\alpha \leq 0.05$ ) for KM with its dimensions (KC, KS, KSh, and KA) on opportunity exploitation in Jordanian food industry companies.

Table (9) shows the outcomes of variance analysis to test the second sub-hypothesis.

Table (9)

*Analysis of variance to recognize the impact of KM with its dimensions on opportunity exploitation as one of OA dimensions in Jordanian food industry companies*

Model	Total square	Degree of freedom	Mean scores	f-value	Sig. level (f)
Regression	20.786	4	5.196	*28.32	0.00
Differences	28.806	157	0.183	-	-
Total	49.592	161	-	-	-
Determination coefficient (R <sup>2</sup> )	0.602				

Statistically significant at ( $\alpha \leq 0.05$ )

Table (9) revealed that (f-value) was (28.32), which is statistically significant effect at ( $\alpha \leq 0.05$ ). The results showed that the application of KM with its dimensions accounted for (60.20%) of variance in opportunity exploitation in Jordanian food industry companies. Table (10) displays multiple stepwise regression analysis results to identify the strength of each dimension of KM in exploiting opportunities in Jordanian food industry companies,

Table (10)

*Multiple stepwise regression analysis to test the dimensions of KM on opportunity exploitation in Jordanian food industry companies*

Dimension number	The dimensions of KM	Determination coefficient (R <sup>2</sup> )	t-value	Sig. level (t)
4	KA	0.564	*4.98	0.00
2	KS	0.591	*3.05	0.00
3	KSh	0.602	*2.27	0.00

Statistically significant at ( $\alpha \leq 0.05$ )

Table (10) shows the values of determination coefficient (R<sup>2</sup>) for each dimension of KM, where the dimension of KA was in the first place and accounted for (56.40%) of variance in opportunity exploitation, followed by the dimension of KS which accounted for (59.10%), and finally the dimension of KSh that accounted for (60.20%) of variance in opportunity exploitation in Jordanian food industry companies. The researcher can see that the dimension of KC was excluded due to the lack of statistical significance in the formula of determination coefficient.

Therefore, the second sub-hypothesis was rejected, stating there is no significant effect for KM with its dimensions (KC, KS, KSh, and KA) on opportunity exploitation with its dimensions in Jordanian food industry companies.

## Conclusion

### *Discussing the results*

After reviewing several previous studies and modern administrative concepts, the researcher attempted to recognize the impact of KM on OA in Jordanian food industry companies. The results discovered that the level of mean scores for the responses of the sample individuals about applying KM and achieving OA with its dimensions were high. Indeed, this indicates the high level of utilizing the modern technological capabilities and experiences existing in Jordanian food industry companies in exploring the available

opportunities in the surrounding environment. It also indicates their ability to attract the qualified human staff and make advantage of their experiences in exploring and exploiting the opportunities perfectly, in addition to the ability of using the advanced technological techniques in storing knowledge and sharing it among workers by holding training courses and attempting to apply knowledge in reality and change it into strategies, policies and procedures followed that are employed appropriately- this can be beneficial in directing individuals towards exploring and exploiting opportunities by responding to the variables of the external environment and the ability to analyze the internal and external environmental factors.

The results also discovered that there is an impact of KM with its dimensions (KC, KS, KSh, and KA) on OA in Jordanian industrial food companies. Furthermore, the outcomes revealed that there is an impact of KM on the dimensions of (knowledge exploration, knowledge exploitation) in Jordanian industrial food companies. This finding revealed that the companies are interested in applying the practices of KM by recruiting the staff with high experience and capabilities, and increasing their interaction to generate knowledge and store it in certain databases to retrieve them when necessary. The stored knowledge should be transferred and shared by all the managerial levels in the company. Indeed, the effective implementation of knowledge contributes to solving the problems that face organizations as well as making the right decisions so as to achieve success. This finding agreed with Sa'ad (2023) which revealed that there is an impact of KM with its dimensions on OA and that KM affects OA based on the mediating role of the process of decision-making in the commercial banks in the northern region of Saudi Arabia. This finding also agreed with the Almohammadi and Alqurashi (2022) which discovered that there is an effect for the dimensions of KM (KC, KS, KA) on achieving OA in the general directorate of education.

limitations of the study:

This study could be beneficial for the future studies in terms of overcoming some limitations faced in this study, where some modifications can be included and added based on the results of this study. This study addressed the sector of the Jordanian food industry, and thus the future studies can address other sectors and increase the limit of analysis unit to include all the administrative levels, not only the middle and higher levels. Also, future studies can address add a mediating variable between the dependent and independent variables which is, in turn, reflected on the study hypotheses that will be tested and improve the concluded results.

### **Contribution Implications of the Study**

This study is distinguished by its theoretical and contextual contribution, where the theoretical contribution emerged as one of the rarely studies that applied the study model to one of the most important sectors in Jordan, which is Jordanian food industry sector. in addition to bridging the gap that emerged from the scarcity of the studies that addressed the effect of KM on OA, while the contextual contribution was appeared by the results where it revealed that there is an impact of KM on OA with its dimensions, and that there is an impact of for KM on opportunity exploration and exploitation individually, which revealed the necessity of urging the Jordanian food industry companies to pay attention to generate knowledge based on discussion groups and training courses as well as making advantage of the employees' experiences and storing the data in databases to retrieve them when necessary, in addition to sharing this knowledge in all the administrative levels, and implementing this knowledge in reality that helps companies face problems and make the

appropriate decisions by exploring opportunities from the surrounding environment, and exploiting them adequately.

### **Recommendations**

The study recommended the necessity of urging the Jordanian food industry companies to generate knowledge by increasing the efficiency of workers by holding training courses, discussion groups and work teams to come up with new information to achieve the targeted objectives. The study also recommended encouraging those companies to use advanced technological systems to store data in certain databases in order to retrieve and update those data, in addition to increase more attention to the necessity of sharing information among all the managerial levels by storing the information in the company's website and making it available and accessible to all workers.

This knowledge can also be converted into a practical context based on the training courses that contribute to employing this knowledge in the organization's internal processes to help in decision-making, problem-solving and opportunity exploitation. Companies should also pay attention to using the practices of knowledge management in achieving the dimensions of organizational ambidexterity (opportunity exploration, opportunity exploitation) simultaneously which, in turn, provides more efficacy in achieving the planned objectives, instilling the concept of knowledge management across all the managerial levels in Jordanian food industry companies, in addition to allowing workers more opportunities to innovate and explore the new opportunities by making work teams and providing the suitable organizational atmosphere that contributes to achieving organizational ambidexterity.

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