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**Understanding the Impact of Knowledge Management on Marketing
in Jordan: Excellence Perspective**

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Abstract:

Knowledge management plays a vital role in achieving excellence in marketing performance. As marketing performance is an integral element to sustain better understanding, it also supports attaining the organizational objectives. Accordingly, the current study examines the status and applications of knowledge management in organizations. The present article also aims to analyze the potential relationship between knowledge management in all its dimensions and the actual excellence levels in marketing performance within the organizations. The study population consists of service organizations operating in Irbid, Jordan. The researchers randomly selected $n= 5$ of these organizations as a sample for the study. A structured questionnaire was distributed to $n= 54$ individuals, including general managers, their assistants, and department heads between 40 and 60. The linear correlation and regression model assessed the study hypotheses by using SPSS. Results indicated decreased knowledge management processes (knowledge generation), leading to adverse effects on marketing performance excellence. Findings also showed reduced knowledge storage and organization processes, which negatively affects the required marketing performance. Thus, knowledge management raises the quality of service institutions' quality, which contributes to excellence in marketing performance. The study also recommends training employees and directing them on knowledge management to effectively achieve the desired results.

1. Introduction

Knowledge is a commodity that is turned into a working capital out of which revenues and net operating profits are generated. However, it can be a bad investment if it is not invested strategically and tactfully (Delery and Roumpi 2017). Many scholars and authors defined knowledge as the implicit combination of information, experience, and perceptions. Some scholars also describe it as evaluating by using several tools such as intuition, guessing, and practising. Knowledge is also defined as the evident belief that increases a unit's ability or an entity for sufficient work. By "knowledge" we mean having information and the capacity to express it (Housel and Bell 2001; Jones 2007). Knowledge refers to the actual behaviour's internal energy, related to the surrounding problem (Alnaser et al. 2020; Bierly, Kessler, and Christensen 2000). Similarly, Bontis, (2001) says that knowledge is the intellectual capital that can be used and employed in the organisation's interest. While (Ikram *et al.*, 2013; Habes, *et al* 2020) agree that the significance of knowledge lies in understanding the information and using it to comprehend complex phenomena. Here we can also argue that experience refers to stimulating the individual's senses for the actual operations reflected in his behaviour (Ali, Habes, and Qamar 2020). Unlike science, knowledge is not specific as a science includes both the divined old experience and the newly created inside, the science of worship. Being firm, learning is more general than science, and it is said to be a synonym of science (Livingstone 2010). In this regard, Knowledge management helps to share the knowledge at all levels, i.e. individual, group, and even on organizational to directly improve the performance level (Tomášková and Kopfová 2011). Higher performance, or the excellent marketing performance, is one of the most prominent terms that many organisations have paid attention by many organizations due to its connection to the success in an environment full of continually changing competition (Al-Samirae, Alshibly, and Alghizzawi 2020; Wishah et al. 2018). We can determine the importance of excellent marketing performance by maintaining the excellent competitive position of the organization. We can evaluate it by implementing a strategic direction that creates value for the organization stabilizes its position (Alghizzawi 2019; Tarabieh et al. 2020).

This study aims to validate knowledge management's status and applications in the organizations and examine the relationship between knowledge management and outstanding marketing performance levels. The relevant phenomena are explored by keeping the importance of increased managerial and heads of departments awareness regarding knowledge management and its effect on marketing performance. Moreover, since it is one of the essential functions of any organization, it plays a critical role in increasing profits, enhancing customer satisfaction and makes significant improvements in quality, cost, speed and customer service.

2. Previous Studies

2.1 Knowledge Management (KM)

Knowledge Management (KM) includes the processes that help organizations generate, capture, share, and organize knowledge. Using that knowledge management later, turn existing knowledge into significant pieces of

information and experience essential for the various administrative activities. These activities may involve: decisions, problem-solving, learning, and strategic planning (McIver et al. 2013). Organizations should get the appropriate information in the right context for the right person and at the right time (Perez and de Pablos 2003). While (Claver-Cortés, Zaragoza-Sáez and Pertusa-Ortega, 2007; Alnawafleh, et al, 2019; Salloum et al., 2019) indicated that in an organizational context, it is a process of knowledge generation and enrichment through the sources that add a competitive characteristic to the organization and raise its marketing activities. Hence, Knowledge Management is an integral activity included in all organizational operations and activities. All users in an organization should be oriented about Knowledge Management processes to have the highly prestigious qualifications and education to be called knowledge makers. Langley et al., (2009) assume that Knowledge Management is neither technical nor procedural, but rather a practice or a system including people, processes, and technology. Additionally, the implementation of Knowledge Management can improve the productivity and the efficiency of the organization. It is also identified as a structured process that aims to create, share, and renovate knowledge to strengthen and improve organizational performance (Malhotra 1998). Likewise, Serpella et al., (2014) stated that if any organization urges to be a knowledge-based organization, it should have four main elements: knowledge beliefs, commitment, organizational techniques, knowledge of concerned individuals, and information technology.

2.1.1 Characteristics of Knowledge

Knowledge and its characteristics differ while performance varies as it is one of the vital resources in any organization. Here (Al dwaihi 2009; Serpella et al. 2014) agree that knowledge distinguishes that it differs from person to person. The diminishing value and importance of knowledge are not constant, but they are subject to change over time, especially in the open environment of the business world where work is done in an international environment. We find that knowledge is indicative and is always obtained through continuous learning. Besides, it can be transferred to groups and societies through shared experiences. (Alhumaid et al., 2020; Muhaisen, et al 2020) Moreover, although knowledge is implicit, it is explicit in an organizational context as it is mostly kept private and unshared. However, when the knowledge is preserved through the documentation process, i.e. in tapes and electronic storage tools, it is classified as explicit and implicit knowledge. Knowledge also exists in other patterns such as evidence and procedural knowledge related to working effectively in a business organization. This makes, challenging to predict the actual source and origins of knowledge. In business organizations, knowledge needs to be continuous in organisations' operations and units, requiring a cost to obtain and becomes even more expensive. Today, it isn't easy to understand, evaluate, reform and share knowledge, making it suitable for all organizations. Moreover, the organization must keep their knowledge private to design and implement the policies and strategies more suitably (Abusharekh et al. 2019; Elbasir, Elareshi, and Habes 2020; Habes, Ali, et al. 2020).

2.1.2 The Significance of Knowledge Management

Knowledge management's significance lies in the fact that it is one of the recent topics, integrated with other intellectual issues in the modern world. Changes in the business world, such as ISO and Benchmarking, demanded that

organizations seek excellence and introduce new skills. These skills mainly involve: performance excellence, adopting innovation and the ability to adjust to new ways, rather than the conventional methods that focus merely on efficiency. Accordingly, any organization needs to have an integrated plan for knowledge management (Kamath, Rodrigues, and Desai 2016). According to Hislop, Bosua and Helms, (2018), knowledge management's significance can be summarized as follows: **First:** The rapid development in technology led to changing concepts and costs. **Second:** The continuous and expected changes due to the development of services and demands. **Third:** The need to link knowledge, information, and experience to develop the organization as a single interactive entity. **Fourth:** The possibility of easily obtaining a large amount of information within seconds. **Fifth:** The increasing difficulty of using information. Additionally, knowledge management gives business institutions an excellent opportunity to reduce their expenditures and increase their assets to generate more revenue; Business organizations work with a comprehensive methodology to coordinate the organizational activities to achieve its goals. This comprehensive methodology also enhances the organization's ability to maintain its performance by relying on the workforce's experience and knowledge (Rahi 2016). This helps the organization determine the required knowledge while documenting the available knowledge. Therefore, knowledge management is a useful tool that helps organizations invest their intellectual capital by facilitating access to knowledge for people. Also, it helps to motivate organizations to encourage creativity in their human resources to generate useful knowledge and uncover challenging links and gaps (Ali 2020; Alomari, Alharafsheh, and Nofal 2019). Knowledge Management (KM) enables an organization to face continuous changes and challenges and gain a permanent competitive advantage by adapting more innovations. Knowledge Management also ensures the adoption of new products and services. It supports the efforts to take advantage of tangible and intangible assets while providing a framework to enhance organizational knowledge. And with a holistic view of knowledge management, it maximises profit by focusing on the organizational structure and policies.

2.1.3 The Objectives of Knowledge Management

Knowledge management aims to simplify operations and reduce expenses by getting rid of monotonous and unnecessary procedures. Knowledge management also enhances customer service by providing excellent services in the least time. Additionally, it reinforces the adoption of innovations by encouraging the flow of ideas freely, which increases revenues through marketing products and services.

As a result, knowledge and intellectual capital are activated to improve services to clients and develop the organisation's image and its link with opponents, with a unified source of knowledge (Kamath et al. 2016; Rubenstein-Montano et al. 2001). While Abu Fara, (2004) affirmed that Knowledge management generates the necessary and sufficient knowledge to simplify learning processes, exchange knowledge, develop knowledge, and renew and update it for all concerned parties. This strengthens the identification of the nature and type of intellectual capital that organizations need and determines how to sustain capital to control knowledge management processes. Besides, knowledge management aims to search for effective

leadership capable of building and applying knowledge management to benefit from its position in the market through intellectual capital.

2.1.4 Dimensions, indicators, and Processes of Knowledge Management

Knowledge Generation refers to all activities that an organization seeks to acquire knowledge from multiple sources, including explicit or implicit knowledge. However, the concept of knowledge implies the acquisition of new knowledge and the ability to innovate and develop ideas. These ideas add complementary values in addition to combining explicit and tacit knowledge to form new meanings.

Knowledge Storage and Organization refers to the processes that include preservation, preservation, sustainability, and organization of knowledge. Knowledge Storage and Organization facilitate research, access, and retrieval as this process is an organizational memory. In this process, the role of using information technology is highlighted in several stages.

Knowledge Sharing means sharing tacit knowledge among the organization members in various ways such as training and conducting dialogues. To obtain explicit understanding, it can be shared using documents, internal manuals and learning to ensure that each researcher has the right expertise at the right time.

Knowledge application is the goal of knowledge management, which means using knowledge at the right time, and investing it in the organization. Accordingly, knowledge should be used to solve the organizational challenges, and the application of this knowledge should aim at achieving the professional goals and objectives (Al dwaihi 2009).

Knowledge management stages are multiple, starting from new knowledge and knowledge acquisition (appropriate selection of valuable knowledge). In addition to liberating knowledge (including new knowledge in a specific framework) and preserving it, practical knowledge management (evaluation, review and clarification of suitability Accuracy), the exchange of knowledge and making it accessible to individuals in the organization is of greater significance (Abusharekh et al. 2019). However, King, (2009) defined the knowledge management processes as follows: knowledge generation, knowledge identification, knowledge acquisition and knowledge collection, knowledge organization, knowledge exchange, knowledge recognition, knowledge application, knowledge utilization, knowledge securing, and the knowledge assessment.

While (2009) emphasized that knowledge management processes are represented in stages, starting from content creation. These stages include images, documents, speeches and files for programs and multimedia, and then the location of necessary modifications to the content in proportion to the client's needs or work. For example, modifying multimedia to suit the immediate needs of the client and after. This is the stage of using the information for useful purposes, which may include what is sold or distributed, such as the printed directory distributed as a result of using the knowledge content. Then the information stored in forms and templates is saved. Finally, transferring the data from one place to another in electronic files such as an electronic booklet can be distributed to clients worldwide.

2.2 Excellence in Marketing Performance

The excellent marketing performance is the highest level of performance any individual can achieve in an organization (Habes 2019; Ivancevich, Lorenzi, and Skinner 1997). While (Privette 1983; Salloum, Khan, and Shaalan 2020) defined the excellent marketing performance as the behaviour (performance) which goes beyond the average possible performance an individual can achieve. The excellent marketing performance is the first step towards focusing on innovative products, which comes as the second step for the study of creativity represented by the number of items produced and professionalism in performance (Agariya and Singh 2011).

Excellent marketing performance refers to an organization's ability to use strategic information in a way that paves the way for a flawless, meaningful result. The performance helps the organization achieve its strategic goals. The outstanding marketing performance has a comprehensive vision in managing the organizational performance. Here, marketing performance improves value to products and services and achieves organizational sustainability (Armstrong, Kotler, and He 2005; Berry and Parasuraman 2004; Othman, Harun, and Nazeer 2018).

2.2.1 The Significance of the Excellent Marketing Performance

The term Excellent Marketing Performance has always been under consideration by the High-Performance Organizations. These organizations prioritize the search for data and information about the environments they operate as an essential professional tactic (Alghizzawi, Habes, and Salloum 2019). An organization is an environment for collective human activities in the first place, where all members are encouraged to achieve excellence in marketing performance. The workforce is obligated to provide managers and department heads with data and information to serve the organisation's interests (Kotter 2008). Excellence can be achieved by improving the existing system and improving what is to come in the future. As excellent marketing performance depends on the organisation's tangible and intangible assets, it is of greater importance in enhancing the organisation's performance (Alghazzawi, Alghizzawi, and Tarabieh 2020; Kotter 2008).

2.2.2 Methods to achieve Excellence in Marketing Performance

Organizations strive to achieve excellence in marketing performance by providing necessary equipment, following specific methods and establishing a good working average. These considerations help workers reach excellent marketing performance and fruitful efforts to achieve the best results (Al-Mohammad, Akroush, and Odetallah 2014; Al-Shibly et al. 2019; Habes et al. 2018). In this regard, Management styles play an important role in achieving excellence through defining high standards for all members and searching for the ways to gradually benefit with taking into account work environment regularly (Tomášková and Kopfová 2011). The quality of marketing performance is affected by two main factors, i.e. ability to perform, and the desire to work, which can be improved through motivation and the opportunity for individuals to perform (Hossain and Saleh 2016).

Thus to address the current research topic, the researcher proposed the following primary yet influential research questions:

1. Is there a clear vision regarding knowledge management (knowledge generation, knowledge storage, knowledge sharing, and knowledge application) in the sampled organizations?
2. Is there a clear vision regarding the marketing performance of the sampled organizations?
3. Do the sampled organizations' managers have a clear vision regarding influencing the processes of knowledge management in the excellence of marketing performance to contribute to leveraging the best performance?
4. Do the processes of knowledge management contribute to the excellence of the marketing performance in the sampled organizations?

Theoretical Framework

The researchers proposed a default model to process the problem of the study systematically. **Figure 1** below illustrates the conceptual model of the current investigation. The model indicates a direct relationship between knowledge management processes (as an independent variable) and the excellence of marketing performance (as a dependent variable). The model below proposes one way of ascending relationships among variables.

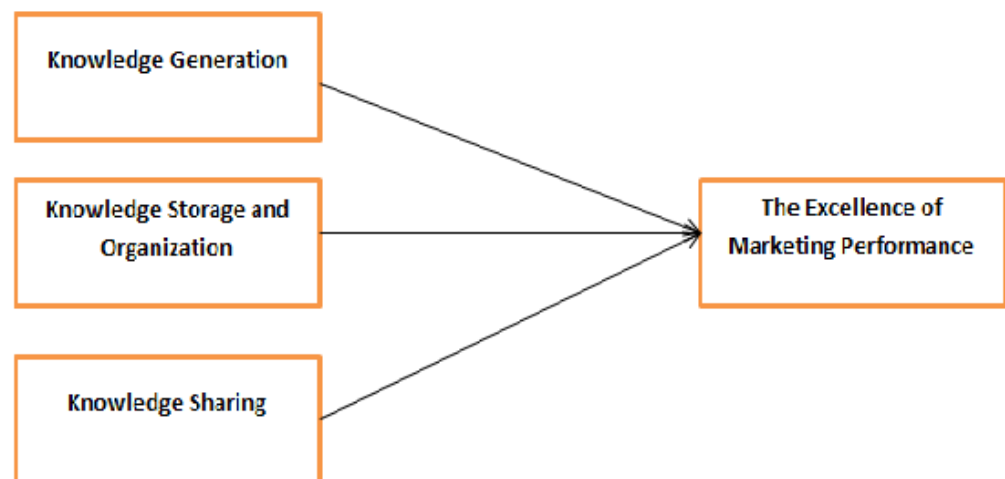


Figure 1: Theoretical Framework

To verify the nature of the relationship between knowledge management and excellent marketing performance in Irbid, the proposed model was tested through several analysis tools to test the first and second hypotheses and sub-hypotheses. Here the **first hypothesis** indicates a direct relationship between knowledge management processes and excellent marketing performance. The **second hypothesis** suggests a significant impact of knowledge management processes on excellent marketing performance.

H1: There is a significant relationship between the processes and the excellence of marketing performance.

The following sub-hypotheses are developed out of the hypothesis mentioned above:

H1a: There is a significant relationship between knowledge generation processes and the excellence of marketing performance.

H1b: There is a significant relationship between the processes of knowledge storage and organization and the excellence of marketing performance.

H1c: There is a significant relationship between the process of knowledge sharing and the excellence of marketing performance.

H1d: There is a significant relationship between the process of knowledge application and the excellence of marketing performance.

H2: There is a significant influence on the relationship between knowledge management processes and the excellence of marketing performance.

The following sub-hypotheses are developed out of the second hypothesis:

H2a: There is a significant influence on the relationship between the process of knowledge generation and the excellence of marketing performance.

H2b: There is a significant influence on the relationship between knowledge storage and organization and the excellence of marketing performance.

H2c: There is a significant influence on the relationship between the process of knowledge sharing and the excellence of marketing performance.

H2d: There is a significant influence on the relationship between knowledge application and the excellence of marketing performance.

3. Research Methodology:

The current study involved correlations model and multiple linear regressions in testing the hypotheses explaining the role of knowledge management (influence and correlation) in making strategic decisions using statistical analysis (SPSS). The descriptive-analytical approach was used in this study and researchers gathered parametric data by using structured questionnaires (Alhawamdeh, Alghizzawi, and Habes 2020; Creswell and Creswell 2017; Habes, Alghizzawi, et al. 2020).

3.1 Population and Sampling:

The study population consists of the service organization currently operating in Irbid, Jordan. These operational service organizations are reliable as they are distinguished by their large size in Irbid and are among the most prominent market owners with their services. Likewise, by using convenience sampling method (Sedgwick 2013), the researcher selected $n = 54$ higher management individuals as they suffer from the problem that the study revolves around. This increases the accuracy of the study results. Most of the general managers, their assistants and heads of departments of organizations were involved in the study sample.

4. Data Analysis & Results:

This Section testifies the validity of the first hypothesis, which proposed a significant relationship between knowledge management processes and the excellent marketing performance in the sampled organizations. The **table (1)** below indicates a meaningful relationship between knowledge management processes and the superb marketing performance in the sampled organizations. (Correlation is 0.630^* at the level of 0.05)

Table (1): The correlation between Knowledge Management and Excellent Marketing Performance

Excellent Marketing Performance	Dependent Independent
0.840*	The processes of knowledge management

H1a: The relationship between the processes of knowledge management (knowledge Generation) and the excellent performance:

This Section testifies the validity of the first sub-hypothesis, indicating a significant relationship between knowledge generation and excellent marketing performance. The data illustrated in the **table (2)** positively witnessed the proposed relationship. (The correlation is *0.654** at the level *0.05*).

H1b: The relationship between the processes of knowledge management (knowledge Storage and Organization) and the excellent performance:

This Section testifies the validity of the first sub-hypothesis, which indicates a significant relationship between knowledge storage, organization and excellent marketing performance. The data illustrated in the **table (2)** positively witnessed the relationship. (The correlation is *0.488** at the level *0.05*).

H1c: The relationship between the processes of knowledge management (knowledge sharing) and excellent performance:

This Section testifies the validity of the first sub-hypothesis, which indicates a significant relationship between knowledge generation and excellent marketing performance. The data illustrated in the **table (2)** positively witnessed the relationship. (The correlation is *0.533** at the level *0.05*).

H1d: The relationship between the processes of knowledge management (knowledge implementation) and excellent performance:

This Section testifies the validity of the first sub-hypothesis, which indicates a significant relationship between knowledge application and excellent marketing performance. The data illustrated in the **table (2)** positively witnessed the relationship. (The correlation is *0.784** at the level *0.05*).

Table 2: The Relationship between the Process of Knowledge Management, Knowledge Generation, Knowledge Storage and Organization, Knowledge Sharing and Knowledge Implementation:

Knowledge application	Knowledge Sharing	Knowledge Storage and Organization	Knowledge Generation	The Processes of Knowledge Management
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0.784*	0.533*	0.488*	0.654*	Excellent Marketing Performance
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H2: The influence of the processes of Knowledge Management on the excellent Marketing Performance

This Section testifies the validity of the second hypothesis, which proposed a significant influence of knowledge management processes on the excellent marketing performance.

Table (3) below illustrates the regression analysis shows the value of (*F*) which is (18.235) > (*F*) in the table (4.24) at the degree of freedom (1,25) at (0.05). The value of the coefficient (**R²**) is (0.320) indicating the ability of the independent variable (representing the processes of knowledge management) explaining their influence on the dependent variable (representing the excellent marketing performance) by about 32%.

H2a: the impact of knowledge management process (the process of generating knowledge) in the excellence of marketing performance:

This dimension focuses on the validity of the link between the first sub-hypothesis and the central second hypothesis, which states that there is a significant effect of knowledge management processes (generating knowledge) in marketing performance excellence. **Table (4)** below shows the regression analysis and indicates that the model is significant, according to the (*F*) value, which is calculated as (15.233). Besides, it is greater than the value of the *Tabulated (F)* that is (4.24), when the degree of freedom (1, 25) at the significant level (0.05), and the value of the coefficient of determination (**R²**) is (0.253). However, this indicator refers to the independent variable of knowledge management operations in interpreting the effect on the excellence of marketing performance by about 25%.

Table (4) Shows the Impact of the Processes of Knowledge Management (Generating Knowledge) in Excellent Marketing Performance

<i>R²</i>	<i>F</i>		Excellent Marketing Performance		IV	DV
	Tabulated	Calculated	B1	B0		
0.253	4.24	15.233	0.172	2.303	The Processes of KM)Generating Knowledge (
<i>df</i> =(1, 25)		<i>N</i> = 54		<i>P</i> <= 0.05		

H2b: The impact of the processes of knowledge management (Storing and organizing knowledge) in the excellence of marketing performance:

This dimension focuses on the validity of the link between the second sub-hypothesis and the second central hypothesis, which states a significant effect of knowledge management (Storing and organizing knowledge) on marketing performance excellence. **Table (5)** above shows the regression analysis. It indicates that the model is significant according to the (*F*) value which is calculated as (17.202) and more significant than the **Tabulated value (*F*)** that amounts (4.24). Here the degree of freedom is (1, 25) at a substantial level (0.05). The value of the coefficient of determination (**R²**) is (0.332), indicating the independent variable of the processes of knowledge management in the interpretation of the effect of the approved variable on the excellence of marketing performance by about 33%.

Table (5): Impact of the Processes of Knowledge Management (Storing and Organizing Knowledge) on the Excellence of Marketing Performance

<i>R</i> ²	<i>F</i>		Excellent Marketing Performance		Dependent Variables
					Independent Variable
0.332	Tabulated	Calculated	B1	B0	The Processes of KM Storing and Organizing(Knowledge)
	4.24	17.202	0.573	0.767	
<i>df</i> = (1, 25)			<i>N</i> = 54		<i>P</i> <= 0.05

H2c: The impact of knowledge management processes (sharing of knowledge) on the Excellence of Marketing Performance:

This dimension focuses on the validity of the link between the third sub-hypothesis and the central second hypothesis, which states that there is a significant effect of knowledge management (sharing knowledge) on marketing performance excellence. **Table (6)** below shows the regression analysis and indicates that the model is substantial according to the value of (*F*) which is calculated as (19.070), it is also more significant than the Tabulated (*F*) value that amounts (4.24) when the degrees of freedom (1, 25) at the significant level (0.05). The value of the coefficient determination (**R²**) (0.380), where this indicator refers to the independent variable of knowledge management processes in interpreting the effect on the variable of the excellent marketing performance by about 38%.

Table 6: Impact of knowledge management (sharing knowledge) on the excellence of marketing performance.

R^2	F		Excellent Marketing Performance		Dependent Variables
					Independent Variable
0.380	Tabulated	Calculated			The Processes of KM) Sharing Knowledge)(
	4.24	19.070	0.361	0.471	
$df = (1, 25)$			$N = 54$		$P < = 0.05$

H2d: The impact of knowledge management (the process of knowledge application) on the excellence of marketing performance:

This dimension focuses on the validity of the link between the fourth major sub-premise and the second hypothesis, which states that there is a significant effect of knowledge management processes (the process of knowledge application) and the excellence of marketing performance. **Table (7)** below shows the analysis of regression. It indicates that the model is significant according to the value (F) which is calculated as (16.888) and more significant than the value **Tabulated (F)** that amounts (4.24), when the degrees of freedom (1, 25) at the significant level (0.05). The value of the coefficient determination (R^2) is (0.308), where this indicator refers to the independent variable of the processes of knowledge management in the interpretation of the effect on the variable of the excellence of marketing performance about 30%.

Table (7): Effect of Knowledge Management Processes (Knowledge Application Process) on the Excellence of Marketing Performance

R^2	F		Excellent Marketing Performance		Dependent Variables
					Independent Variable
0.308	Tabulated	Calculated			The Processes of KM) Knowledge) (application)
	4.24	16.888	0.123	2.897	
$df = (1, 25)$			$N = 54$		$P < = 0.05$

5. Discussions & Conclusion:

The current study examined the role of knowledge management in achieving excellence in Irbid, Jordan's marketing performance. The researchers employed a self-proposed conceptual framework to determine the relationship between knowledge management and excellence in marketing performance. Based on the proposed framework including knowledge management Processes, knowledge Generation, Knowledge Storage and Organization, and Knowledge Sharing in order to achieve the excellence of marketing performance as shown in **Fig.1**, all two hypotheses of the study were validated. These results are consistent with the previous studies that confirmed the strong and important relationship between the proposed study variables (Abu Baker 2009; Abu Fara 2004; Al-Sheikhly, Abdul-Razzaq and Al-Obaidi n.d.; Barzekar and Karami 2014; Al dwaihi 2009; Hossain and Saleh 2016; Kimanthi 2015; Sharqawi 2020; Tomášková and Kopfová 2011; Zhang 2020). The organizations faced some obstacles in implementing knowledge management processes such as knowledge generation due to employees' lack of knowledge and experience and the lack of required technology (Al-Samirae et al. 2020; Serpella et al. 2014) However. The results revealed a weak effect of knowledge management processes (knowledge generation process) on excellent marketing performance (Claver-Cortés et al. 2007). The results also showed that describing and diagnosing the variables of knowledge management processes at the organisations' level, most participants agreed that excellent marketing performance derives its characteristics from knowledge management processes. Deriving the relevant characteristics is through the influence of knowledge management processes (the process of knowledge exchange) on Excellent marketing performance which is consistent with (Al dwaihi 2009). With the more comprehensive examination of results, it is clear that there is a significant link between the processes of knowledge management and excellence in marketing performance. Hence, increasing the efficiency of knowledge management processes leads to a substantial increase in the possibility of achieving excellent marketing performance (Tomášková and Kopfová 2011). This also confirms that the study's institutions can achieve a fair profit after applying knowledge management processes. These institutions can have competent employees working to systematically generate and apply knowledge that contributes to solving the problems they face.

The high competition between organizations is imperative for them to develop their systems, adopt knowledge management accurately, and achieve excellence in marketing performance by producing high-quality products and services. An interactive environment is aimed to collect, document and transfer the accumulated experiences and overcome the difficulties. With the practical application of the four processes of knowledge management, enhanced knowledge management was one of the support departments in service organizations. Through the contribution of knowledge management department, activities were focused on achieving high levels of quality, thus achieving excellence in marketing performance, which is evident from the apparent weakness of the impact of knowledge management processes (knowledge generation process) on excellence in performance. It is imperative to train and educate employees about all the essential methods and tools to implement knowledge management. In this context, knowledge management

is based on a consistent and clear foundation to bring the desired results as there is an explicit lack of knowledge storage. However, the lack of knowledge management negatively affects the achievement of excellent marketing performance. To improve and develop the link between knowledge management processes and excellent marketing performance, we need to pay more attention to production processes and activities in the sample's organizations. More consideration towards producing process will lead to increased customer satisfaction and improved performance.

6. Recommendations & Limitations:

However, here are some limitations to this study. The **first limitation** is that the sample selection included two companies in Irbid. This limitation may fail to properly investigate the impact of knowledge management in achieving excellence in marketing performance. Where it is likely that the study can be more comprehensive if it is expanded to include other companies in other governorates. For example, a company in the capital, a company in the north, and a company in the south, so that the study can become more comprehensive and generalizable for Jordan. The **second limitation** is the sample size which was only $n=54$. The **third limitation** is that it was possible to add interviews to the questionnaire as a tool to collect more in-depth study data. Adding the talk could have generated more results; these limitations could be overcome through more extraordinary efforts in the future. Thus, it is recommended that organizations employ knowledge management in an organized and accurate manner to ensure excellence in marketing management in a competitive business environment. Since the research into the differentiation of marketing performance and the competition between the business environments is ongoing, the model proposed in this article can be applied in future studies.

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