MEASURING THE EFFECT OF SOME FACTORS IN HOSPITALITY INDUSTRY THROUGH THE KNOWLEDGE MANAGEMENT WORLD
A FIELD STUDY IN A NUMBER OF FIVE STARS HOTELS AMMAN

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Abstract
This study focus on measuring the effect of some factors in hospitality industry through the knowledge management. The study is focused on five stars hotels in Amman. Literature review is done and at the end Conclusions are drawn on the basis of that literature.

Keywords: MEASURING ; EFFECT ; HOSPITALITY INDUSTRY ; KNOWLEDGE MANAGEMENT WORLD; FIELD STUDY ; FIVE STARS HOTELS AMMAN

Introduction
The resume of the research

The hospitality industry is one of the complicated and modern industries for what it present from varied and complex services and its direct and indirect relations with the other sectors, where the tourists imported and the exported countries started seriously taking care in this industry by building restaurants, hotels, tourist resorts and developing the related infrastructures with this industry as the transport and the communication sectors and preparing the good and the specialized staff who can manage and organize this industry, the complicated relations between the guests and the guests organizations in the knowledge era, helped to reach for the information in better means and abilities more than in the past, knowledge management started to become one of the most important contemporary thought developments which is changed to become more practical to be more appropriate with accelerate changes in the present, for the importance of the knowledge, many researchers are encouraged to study it in relying on entrance, strategies, patterns and operations to manage it for building an intellectual frame for it.
In relying on what have been said, our research came to show the importance of analyzing the effected factors on the hospitality industry and find the relations between these factors and the knowledge management, the research contain four important subjects, the first one contains the theoretical side which include some of management literatures which concern the research subject, the second subject concern the methodology of the research which is related to the problematic and the goals of the research, where the research adopt one main theory and four sub-theories, tested on sample of 60 hospitality managers and by some of statistical methods, after extracting the results of the research, some conclusions and recommendations which concern the hospitality sector in general and the organizations of the research sample are reached, the most important are:

The necessity for building a knowledge center special for the hospitality sector, interest in collecting the information and saving it, make the analyzing and the consulting and present the offers about this industry to help who want entering it.

**Introduction**

Knowledge management subject earned in the two last decades an increasing importance, from side, between the academics and the researchers, and from the another side between the companies responsible. This subject turned to an active and central case in the whole word. As a result of that, the studies, researches and discussions about the intellectual concepts, dimensions and directions for this subject increased. (Boulding, 1966, Brown, 1998, Chris, 1993, Dixon, 2000, Nonaka, 1991, Stewart, 2002, Svieby 1997, Thomas 1998, Wiig 1999, 2002, Bouncken and Sungsoo, 2003).

With the increasing development in knowledge management studies and researches, a lot of institutions and companies had wide benefits, where these institutions achieved more of profits, as a result of adopting modern orientations and innovation styles in knowledge management and its applications in its different works. The increased profits come because of decreasing the expenses and increasing the revenues which follows from the achievement of developing knowledge experiences, transporting it and using it by the sections and the departments of the institutions and companies which achieved competitive advantages by using the renew knowledge skills and experiences. (Dixon, 2000, 1-12).

As an example of the institutions and the companies which interested in a lot of benefits and wide advantages from applying the innovation methods; Chevron Corporate for managing the

The last decade had several continuous developments and improvements in knowledge management subject, this is for increasing the uses of creative thoughts, innovations, knowledge experiences and its applications which is a reason for the institutions and the companies for being in the top at the global level (Edge). The changing dynamic in the fields of knowledge management accelerated with the modern and renewed technological achievements which transfer the world to a global village. As a result of that, the efforts of the companies increased to adapt with the orientations and the realities of the globalization which include the overall openness, appearance of the giant economic blocs, the commerce freedom, falling of the trade barriers and leave the area to the market forces for the production, distribution and the international trade operations. Also the increased and the continuous interest about the knowledge management subjects and its effects on the performance and the succeed of the institutions and the companies led to appear a new generation of knowledge management (Wiig, 2002).

The positive effects and the great interests of using the new concepts, the modern styles and the renewed procedures led to great changes in the orientations of dealing with the applications of knowledge management from the rest of the productive and service institutions and companies in all of the world, for staying and proceeding in the competitive markets not just at the local level but also at the global level. A lot of the companies which we pointed to it, succeeded to realize essentials achievements in its abilities and in its competitive abilities.

The accomplished achievements for the companies and the institutions which caused by applying the new patterns and methods of knowledge management call our institutions to give this contemporary and vital subject an increasing interest and make the efforts to transport and spread it between our Arabian companies and institutions, for keeping its earns and its existence in the middle of the forces of globalization and what com with it from the strong competition at the level of local and international markets.

This study give a special interest to knowledge management subject and its applications in the companies and the institutions which interest in the hospitality industry sectors, especially in the fields of accommodation institutions as hotels, resorts and tourist villages. A lot of these companies and institutions interact with the globalization as it follow international chains which
have its international criterias and characteristics which aim to develop it to keep its existence and be proactive in the international tourist market, which confront strong competitions among them. The academic interest of knowledge management in hospitality industry increased by more of specialized studies and works in this vital subject, (Bouncken and Sungsoo, 2003).

By recognizing the level of using the knowledge management and its applications in the hospitality institutions, especially, by the departments of the hospitality institutions which are considered the backbone of the tourism industry in the international level. This goal will be achieved by questionnaire field study in many institution hotels in Jordan which are part of international chains. The study will use the personal interviews with the executives responsible in the international institutions hotels to know the degree of using the knowledge management and its renewed applications in the institutions hotels in Jordan, also the study will distribute questionnaire between many key persons, to know the degree of the interaction between the departments and the parts of these institutions with the new patterns and procedures and the consequential positives on using the knowledge management.

**The importance of the study:**

The importance of this study that it discus new academic subject, which the interest of it increase day after day in the universities and in the developed research centers around the world. The study of this field increased during the tow last decades, also the discussions about it intensify in the last years. All of this come with intensifying the global village, the globalization, the overall openness, the falling of trade barriers, the freedom of the trade and invoke to the market factors and the competition. The companies and the institutions which work in developing knowledge management rushed to be special and pioneer by the creative and innovator thought in the patterns and the applications of knowledge management. Many of international companies as the Finnish communication company (Nokia), the British oil company (BP), the American contracting company (Bechtel) could reduce its expenses and increase its benefits by the great patterns and the procedures of knowledge management which able it to enhance their abilities and possibilities to compete and stay in the international markets. (Dixon, 2000, Wiig, 2002).
The problematic of the study:

1. Are the variable sources of the knowledge management applied in Jordanian hospitality industry have an explicit cognitive form or subliminal or tacit form?
2. Are the operational departments in Jordanian hotel able to execute the knowledge management in its programs procedures and marketing and management polices? And is the knowledge managed through a team work? Or through one division that supervise the level of the hospitality institution totally?
3. How the exclusive and supervision management evaluate in the Jordanian hotel chains the main criteria in knowledge management?

The first topic:

The theoretical back ground of the research

The hospitality industry

The concept of the hospitality:

Oxford dictionary defined the hospitality concept as a process of entertaining the visitors, guests or foreigners and giving them the feeling of freedom, as terminology the hospitality means serving the guests and represent a series of the activities related to satisfying the desires of the guest group through achieving their request which usually start in using reservation form or the buying orders and the process end in delivering what is demanded from product, services and material. (Madi, Alsaid, 60, 2000) the service in the hospitality industry depends primarily on the human touch or satisfying variable needs and desires (Wilson, Cotler, 131, 1996).

The activities that achieve benefit to the guest or the client that is not necessary a commodity or other service (Stanton, 1982, 467) on this base the hospitality organizations including hotels or tourism firms gave a great interest to guests through the service process starting from arrival of the guests to the country or the intended place to resented and the moving until his return, the good hospitality reflect the good reception to the new guests including greeting and welcoming the guests when they are coming back to the organization, it is a complementary service that create good impression about the organization and its degree of interest and sympathy with the guests, in some cases the hospitality begins and end through transferring the guest from and to the service location in private transportation buses if the
guest had to wait outside before serving them, they can build a preventive umbrella from the sun and the rain if they have to wait inside they can find a waiting room that have every facilities ,entertaining methods and serving drinks and food, some service organizations provide protection and safety to their guests, and some special spaces to keep their properties they also could provide like these services for free or for low prices, for example: welcoming, food and drink, transportation, security and protection, bathroom, umbrellas and else(Aldmoor, 177.2002).

The concept of hospitality industry :

Hospitality industry represent group of business that provide foreigners with the services such as sleeping and residing or food and drinks services , add to that some of other services which are needed by these people, it doesn’t include only restaurant and fancy hotels but it also broad to include a wide sector of business, it might include small hospitality houses and fast food restaurant. Hospitality industry is part of a wider group of economical activities known as tourism(Ataee, 3-5, 2000) which represent a group of phenomena and relationships resulted from interaction process between the tourist and facilities of business countries and hot societies in the purpose of attracting and hosting these tourist and visitors, (Ataee, 16, 2003).

Hospitality industry provides services to foreigners regardless of the length or shortens of the period for their staying outside their countries; these services can be varied according to specific needs for every foreigner or the organization which manage these services. For example: the needs of the person who use a hotel to stay long time differ largely from the needs of a business man who use a fancy commercial hotel, that’s why the workers in hospitality field should have the ability to accomplish the services expected by the client, (Ataee, 4, 2004).
The modern characteristics for the hospitality industry

The hospitality industry characterized by a general framework for group characteristics that differentiate it from other industry (un modern) which distinguish the services because it is the main axis of this industry, its most important:

1. Intangible service

   The opinions of most writers and researchers indicate that it is intangible service and the research for it happened before the attainment of it. the buying repetition depend on previous experience, the guest could have something tangibles and material to represent the service but at the end, the service buying is intangible buying (Aldmoor, 22, 2002)

2. The service itself are is coherent or not separated: it means that there is a correlation between the service and the person that deliver it, and the services are presented and consumed at once, in that, it differ from the commodities for its high elasticity storing process

3. Variance and difference or heterogeneity

   The mechanism in designing and presenting the service tourism place differ from one to another because of the difficulty of pattermizing the service or it could be designing the service similar to some extent between the tourist hotels but the behavior of the service presenter differ from a worker to another in time and place (Alsamedee, 233, 1996).

4. The vanishing, that means the service unable to be stored, the more the degree of intangibility of the service, chance of storing it decreased and this character might cause a losses to service organizations when there is a decreases percentage in hotel employment, as a result, the coast of business and service here needs to a continuous promotional process to keep the name of the hotel or trademark in the mind of the guest to encourage and convince them with the presented services, (Adam 61, 1968), adding to other characteristics like variety, depending the services of the hospitality industry on other supportive services, it also represent other characteristics to hospitality industry might absent from the minds because they are modern factors that deals with contemporary life problems most important of them:

   - Knowledge in the disease inside and outside the country to protect the guests and workers from them.
Knowledge in rule and regulations
Knowledge in the characteristics of the clients of the hotel based on their religion, ages, income, and marital status to be served appropriately.
Interest in hotel security system
Taking the appropriate procedures for insurance
The detailed knowledge in the rightness of the information delivered by the clients or workers
Detail identification for tax level
Interesting in the usage of the modern technology
Interest in workers training (Ataee, 32-33, 2000)

The relation between the hospitality industry and tourism:

As industry, the hospitality is considered as an unseparated part from the tourism market, so it is too hard and illogical to look to the hospitality industry separately from the mother market, the reality that there is a difficulty in determining and diagnosing the separate line between them because it includes several vital activities which all have the same end.

Using hospitality concept not limited on the hospitality industry but it goes beyond to include all of productions and services presented to the users who are far from their houses and their country like residing, travelling, eating, drinking, entertaining and others services, this expanding in hospitality industry make possible to connect the hospitality with the tourism, hospitality industry doesn’t only include the commercial and benefit companies which based on paying the direct services, also it include the non benefit sector which based on the indirect benefit, inspite of the existence of interaction between the two industries, the hospitality industry include all of the business facilities which provide the users of formula which is composed from three main services, the food, drink, and residing, that means there are a lot of hospitality industry factors which are separated from the tourism.

The affected factors in hospitality industry:

The hospitality industry as an organized industry like all the solid industries exposed to a lot of factors, some of them are controlled, most of them are controlled and the other are not, any way, the hospitality industry not only affected in these factors which could affect this industry
negatively or positively, as the descriptions of (Alsaid Ali, 297, 1998). These factors could be classified into three groups:

**The first group:** the general factors, most of these factors are outside the organization control and under the effect of the national economy, as:

1. The economic considerations: it’s about the purchasing power of the clients or the guests which effect in the demand, and it is represented by the gross national product of the country, the individual income which is dedicated to spending, their intendancy to spending and the rate of inflation.

   The economic power affect the decisions and the activities of the consumers and the market in the same time by the varied economic conditions which affect and effected in the supply and the demand, these conditions have a role in achieving the success and the benefit to the organizations. (Prid & other, 44, 1994).

2. The social considerations: it includes the traditions, values, orientatations, the social tendencies or the ambitions of the society to work for future(Rvrigh and other,28, 1998) Rne and Holland explain(Rne & Holland ,108,1989) that the social considerations contain and frame the orientatations, beliefs and the values of the individuals inside the society by their behavior in the environment, the effect of the social factors is felt by the changing that affect the nature of the needs, tastes and the preferences of the guests and the clients and by the expectations of that society about how the organization will do its role forward the society.

3. The politic considerations: include the governmental rules, legislations, the governmental institutions related to the economic institutions, people tendencies, the social critics and the governmental procedures, we can look the politic system as a wide concept, include the organizations and the institutions which organize the country matters and cover connected group of rules, government agencies and pressure groups which determine the method of all the individuals and the organizations in the society. (Aqualee, Alabdalee, Alghadeer, 45, 1996).

4. The technological considerations: represented by the special technology of hospitality industry, the meaning of the technology in this point is the science, the knowledge and its applications in the field of invention and creativity for what is good and useful and what
improve the quality of human life. For the technological developments an effect in purchasing power of the consumers or the guests, the science develop material technical manners or material technological designs but its applications develop behaviors which the organizations can use it to achieve their purposes with the clients and the guests. (Samarah & Ghaneem, 31-32, 1996).

The second group: the group of the technical and organizational factors: these factors are under the control of the organization, the most important are:

Improving the quality of the presented service or good, using the computer, intending the development, improving the work conditions, organizing and increasing the performance of the workers.

There are a lot of methods aim to develop and improve the quality of the service, that the quality of the best service can achieve special prices (selling with high prices), usually, the guests are ready to pay high prices for the services which go with their expectations, also the costs of having the quality is less than the costs of fixing it when it fails to achieve the demands and the expectations of the guests. (Aldmoor, 364, 2002).

The third group: the human factors group.

We can characterize these factors by the ability to do the work and the desire in it, the most important are: the relation between the organization and the workers, the social and psychological situations to the individuals and the workers, salaries encouragement, the degree of the compatibility or adapting to the work and the role of the labor organizations.

The organisation and the workers in it are responsible for the functional computability, the company or the institutions are engaged to provide an easy opportunity to vocational training by specialists, provide an opportunity to the special professional guidance and afford the related expenses of that, also the workers are responsible for accepting to adapt their information, upgrading of his skills and pressuring on the organization until accepting the idea of planning to the professional future and conciliating the job. (Robert & Waterman, 375-376, 1999).

Secondly: knowledge management

Concepts and definitions:

Although there are common denominators between the researchers about the concept of knowledge management but there are differences in its definitions which developed quickly
through the last years and caused wide arguing and discussion in the academic field and in the special research centers.

There are three main criteria used intensively in the research and the studies, which are: knowledge management, common knowledge management and new generation knowledge management.

The knowledge management used strictly in the institution and the companies interest widely in the workers abilities to understand the concepts and the methods of knowledge management, its procedures, applications, the efficient behavior and how managing the tasks for achieving the excellence and continuity environments and markets which are characterized with the fierce competition. Some researchers indicate that the knowledge is an intellectual capital, fortune and assets of experiences (Stewart, 1997). Others indicate that it is what gained and taught by the workers through their practicing to the tasks in high efficiency and reinvest the creations which go up with these experiences in the works fields to achieve the competition. The common knowledge definition is used to differentiate between the knowledge in the books and the know- how which characterize some institutions to survive and compete (Dixon, 2000).

We can have the common knowledge by the gifted individuals and workers who are creative in doing their missions, most likely, having this kind of knowledge is internal, spreading, transferring and participating with this knowledge lead to increase the efficiency of the work and maintain the lead in the completion. (Dixon, 7, 2000).

For more explaining, we have to differentiate between the knowledge and the information which is a knowledge in, in formation, this means, that the accompanied picture to these data still incomplete, as it pass in storing, analyzing and display stages, it could reached by a readable language, plans or numeric tables, in the other side, the knowledge means, relations, connections, meaning communications which combine the intellectual pictures with the meanings by the practicing and what come with it from experiences, (connecting the information with the practical reality and its applications). The information represent the theoretical side as the knowledge represent the practical side, the knowledge is attained by the practical practicing and the experience and transferred by the others to use it then apply it in their works.

It is necessary to say that the knowledge include the planning, presentencing the facilities protecting, maintaining and following up its cumulative balance. (Wiig, 7, 2002).
In the other hand, the difference between the information and the knowledge become more vague in some cases, especially, in the cases where the knowledge is the result of the incomplete practice, in this case it is changed to an experience transferred and used in the other departments (Disxon, 13, 2000).

With the continuous researches and the repeated practice, the institutions and the companies had capitals and accounts of knowledge which become an essential part of the practicing in its department and sections, branches and chains which are spread in the world. The new expressions like the new generation of knowledge management is just a reflect to these rapid developments in producing the knowledge, how using it and spreading it by the chains of the companies and the institution especially the national. The ongoing improvement in the method of having the knowledge, the steps and the procedures of applying it go with producing, using, spreading and distribution the knowledge in its forked sides, especially in its economical, social, psychological and technological dimensions. (Wiig, 2000).

**The knowledge concept**

The knowledge had a lot of interest by the researchers, its concepts developed with the beginning of human creation, after the appearing of the civilizations, the person could achieve great completions passing by the renaissance until our era, as the organizational knowledge integrate with the new intellectual developments in the special management with the spread of the total quality management which helped in developing the knowledge, also getting back the business system engineering helped in crating the knowledge accumulation, the knowledge role increased with the increasing of the globalization, the spreading of the modern communications systems and the expanding of the information network, the matter which make the spreading and exchanging the knowledge more easier.

The knowledge in its simple concept, is a clear and definite conception to the things, realities and behavior (Makeehine, 1007, 1978).

Also it is the existents which have the ability to change the technical from the research step to the applying step to produce goods and services. (Endres, 161, 1997).

The knowledge concept indicate that it is an intellectual capital and an added value, but it is not considering like that unless if it is discovered and investigated by the organization and transferred to a value to create the fortune by the applying.
So the knowledge is understood information, able to support the action when the action and the work are an application for it. (Saffady, 4, 2000).

(Clark, 161, 1996) indicated that the knowledge is the power of the business organizations and the key for solving the mysterious business problems.

(Howell, 35, 1998) took the knowledge concept from the scientific excellence point of view which is the only way to be special by the intellectual existents, but today the knowledge is not which have the power but the ability to use the technical to combined uncountable parts of the information in a good way. (Aljomard, 145, 2001).

Knowledge management- definition:

The origin in knowledge management is the participating, that means, participating the workers and the employers in the departments, sections and the chains of the companies and the institutions in sharing the renewed knowledge which help in increasing the success in their activities to have more benefits, in eventually these benefits reflect positively on job security for the workers and improve their incomes and their psychological economical and social situations. But sharing the information and knowledge need environments that characterize of transparency, loyalty, learning, team work and the desire of sharing the knowledge for the good of the company fare away from the selfish, seclusion and monopoly. The positives increase the benefits for the work but the negatives lead to have bottlenecks which impede the flow of the knowledge and the information. Sharing the information in hospitality industry between the departments and the workers is not easy, so there is a necessary need to a continuous evaluation process, clean social and cultural environment based on scarifying the work and attached in sharing values. So this approach which based on the loyalty ensure the power and the ability to stay and compete in the international tourism markets.

The researcher argue in defining the knowledge management according to their specializations and their scientific and practical backgrounds, that because the expanding the knowledge management field and its dynamics, the definitions of knowledge management indicate that it is extraction the knowledge from the individuals, analyzing, forming and developing it to printed or electronic documents to be easy for others to understand and apply it. (Wick, 515, 2000).

(Dykeman, 12, 1998) defined it, that it is the ability to combine the structured and the unstructured information with the changing rules which applied by the people.
It is the organized process of the research, choosing, organizing, showing the information in a way to improve the understanding of the workers and the perfect using to the existents of the business organizations, (Koeing, 2, 1999) indicated that knowledge management is the conscious and the intelligence understanding to the organization culture and the ability to earn the and share the collective experience for the societies to achieve its message.

(Malhotra, 2, 1998) described it as an intellectual development which moved from the common idea of the information value chain to the chain of knowledge value, the first consider the technical rules main factors lead the work process, but it treat the people as a worker, the second one deal with the human rules as main factors work continuously to evaluate the saved information in the technical systems.

(Koeing, 17, 1999) said that the knowledge management as a concept is derived from the intellectual capital, then it expanded from it, where it was focusing on sharing and earning the knowledge, this definition expanded to include the possibilities of the intellectual capital, technology, process and the possibility to reuse it, protect it, structure the knowledge, create and develop the intellectual capital. (Mertins. Etal, 178, 2001).

(Daft, 259, 2001,) differentiate between the concepts of knowledge management according to his theory, the firs is about the explicit knowledge management which concern collecting the information, classifying and coding it to saving it in the data basis to facilate the reaching to it, this knowledge is official, organized and it is possible to encode, write and transfer it by the documents and the general directions, it include several dimensions about the market, client, communications, technology, supplier, competitors and patents.

The second is the tacit knowledge management which is consist on rising the level and the experiences of the workers by their organizations through the interviews and the dialogue face to face with the experts, the tacit knowledge represent a personal knowledge, the matter which make from encoding, giving it an official form or transferring and sharing it difficult, this knowledge rely on the sensation, experience, skill and thinking, that what will consider it in the research variations.

(Alkubesee, 63, 2002) see that the knowledge management concept represent the concept which express process, tools and the behaviors which the users of the systems share in designing and applying it to have, save, distribute the knowledge and reflect it in the business process to have the best applications for the long term competition and adapting.
Approaches- knowledge management study:

A number of researchers studied the knowledge management, we will abbreviate the most important, (Blumentritt & Johnston, 288, 1999) studied three basic approach which are:

The first approach: focus on studying it as an intellectual capital through the focusing on the intangible intellectual existents, especially, the knowledge intensive which defines the organization.

The second approach: study the knowledge management itself, the researchers study the methods of generating, saving, sharing the knowledge and using it.

The third approach: is the entrance of the knowledge entrance which is the specialization of the economist scientists where they focus on the main characteristics of the knowledge that affect in its economical value, (Kapoor, 4, 2000) determined two basic approach to study knowledge management:

The first: is focus on the concept through defining the knowledge as a tacit inside the individual minds, as a result of that we can differentiate between the knowledge, the information and data as intellectual existents and don’t rely on the economic reports as a knowledge.

The second: don’t focus on the concept, rely on economic reports that issued by the other companies and considered it as a knowledge,

It could define the knowledge study by two generations:

First generation approach: the organizations focus on the financial sides and economize the expenses, this approach call to make small beginning to achieve the rapid benefits before beginning with the knowledge which merge with the strategic works of the organization, it focus on simple sides and didn’t give patterns for learning and creativity but it focus relatively on having and encoding the knowledge.

Second generation approach: it assume when the knowledge management matures in the organization a second generation come out with special characteristics like the ability to differentiate between the offer and the demand to the knowledge management, in the side of the offer the focus is only on distributing and spreading the available knowledge but in the side of the demand, it focus on satisfying the need of the company to a new knowledge which inclined to the learning and creativity.
The goals of the knowledge management:

There are different number of knowledge management goals because of the expanding of the field and its varied approach which studied by the researchers according to their specializations and tendencies, several of the directors considered the knowledge management the greatest strategic process that developed through the last twenty years. (Thurman18, 1999) said that the future of knowledge management will develop and will cover more than the third of the organizations in the world and will increase the expense on it, (heisig & Verbeck, 116, 2000) summarized the most important goals:

- Improving the process, clarifying the company work areas, the problems, the company operations, facilitating the creativity, orienting for the client, facilitating the planning and predicting process, trying to adapt an essential changing, achieving the progress, achieving the high quality and producing the goods and services and the untraditional solutions.

Changing from industry world to the knowledge world:

The knowledge become the strongest strategic power, especially in the advanced western world, the knowledge could form a strategic characteristic in any place at the long term in the business and technology fields (Yaseen, 22, 1998).

The worker had less important than the machine, there is no justification for his existence, just he watch and feed it, then it produce the goods, in that age the machine won the labor. Today the labor changed, now the know more, and they could enter essential changes to the machines and create new one, in the other hand the machines created new human power characterized with knowledge, each time these machines get complicated, the need for the power which fix it increase, so for the first time the power of the machine ally with the human power, that what make the scientists of business promise of vanishing the capitalist economy and replacing it with the economic knowledge (Tomas Stewart, 9, 1997).

So the knowledge is the basic of the ability in creating new products or developing the existing product and it is the basic of the ability to reach new levels of the quality and the technical creativity it is useful in executing the management activities in producing, marketing and managing human resources in way that ensure the efficiency and the competency for the organization and ensures analyzing the strength and the weakness factors, opportunities and threats as a vital factor that decide the success or the failure of the organization (Yaseen, 23, 1998).
Thirdly: types of knowledge:

The researches and the studies focus on two kinds of knowledge; explicit knowledge or tacit knowledge which is connected to the saved experiences in the minds and it has a relation with the sensations and the abilities that some persons have and the other don’t.

Michael Polany is considered from the first theorists who indicated the two kind of knowledge (Dixon, 2000). So the knowledge in its wide definition extend through a connected chain between the two kinds, the tacit knowledge is that what we know about it more than what we say, it is connected with the sensations and the experiences in the minds of special persons. These knowledge is quality experiences which almost exclusive for these persons, for example, the chef who characterized in producing special and delicious meals, use tacit knowledge exist in his mind and mixed with some sensations that give him the ability to produce the meals in hard way for others.

The gourmets who differentiate between the kind of drinks have tacit knowledge, also who have special abilities for producing the perfumes and differentiate between them, they are persons with tacit knowledge and unique sensations that give them the excellence to produce and differentiate between the large number of perfumes, this kind of knowledge is too hard to transfer and practice it because it is strictly exclusive for number of persons who have psychological abilities, sensations and perceptions don’t available for others. For this reason we called it subliminal.

The explicit knowledge is the knowledge which we can deal with it by clear steps and procedures and can measure it by using specifications and checklists (Dixon, 25-29, 2000)(Wiig, 3, 2995).

So the extended knowledge between these kinds, we call it comprehensive knowledge, the relation between these kinds changed through the contiguous communication process to knowledge evolution cycle which pass by five successive stages (Wiig, 2, 1999):

1. Knowledge development: which come from the continuous creativity, working and learning.
2. Knowledge acquisition: which is produced, fixed and protected by the continuous processing and improvement.
3. Knowledge refinement: where it reorganized and prepared to be ready for using.
4. Distribution and transfer the knowledge: by training and educational programs for using it in goods and services completion.

5. Knowledge implementation: this is the stage which lead to enrich the experiences and transfer the knowledge to renewed prospect. By the practical implementation, forme number 1 explain comprehension knowledge cycle, the comprehension knowledge expand and develop by the knowledge chain. This knowledge is used for the survival, successful, and the continuity of the institution, by (Wiig, 3, 1999):

1. Determining the intellectual credit and the knowledge capital which needed by the institution to produce and protect it for competing.

2. Presenting and modifying the demanded knowledge while retaining the regenerative case.

3. Ensure that the available knowledge credit implement in efficiency when it is necessary.

4. Controlling knowledge management process and the constituted relation by offering the knowledge support to the institution, its infrastructure and its managements.
The effected forces in knowledge management

The effected forces in knowledge management consist of two main groups: external driving forces and internal driving forces. Dividing and analyzing them for the goals of study don’t mean that they are separated; they are totally connected and complementary to each other. That’s will be explained by recognizing their characteristics and their components:

1. External driving forces which consist of the external effects which is hard to control it and its environments: (Wiig, 1999: 7-9)

   • Globalization and the factors of the international competition in the fields of business and trade.
   • Sophisticated customers who insist on demanding the products and the services of high quality.
   • Sophisticated competitors who try hardly to be special, by the renewed creativity in the patterns and the procedures of knowledge.
Sophisticated suppliers who are considered the link between producers and customers, they make knowledge and renewed experiences about the customers’ desires, the market desires and the demanding customers.

2. Internal driving forces which affect the flow of the experiences and the knowledge which we have it by the continuous development operations for the kinds of the products and the services which are connected to:

- The bottlenecks which make obstacles in front of the flow of the knowledge, slow from achieving the works and reflect negatively on the efficiency of the performance, the weakness of controlling the production operations and the easiness of flowing the information and the knowledge which lead to the bottlenecks during the operations of producing the goods and the services.

- The competitive technological abilities and what com with it from strong desires and motivations to adapt with its data for understanding and reusing it in a perfect way in production operations, inside the competitive institutions and companies.

- Human behavior factors which include the abilities and the possibilities to understand the motivations of this behavior and the way in which the workers act and understand the knowledge and the information, which the efficiency of the performance rely on, in the institutions and the companies. The good way to share the knowledge between the workers in the institutions, that everybody in the institutions share the same level of understanding which come from the intellectual creativity and the initiative experiences in the work field.

**Transferring and using the knowledge**

The essential in knowledge management that it must change to become a common knowledge, in which every worker and user of the institutions and companies participate as a team. The creativity in using the knowledge is in the level of understanding the transferred knowledge inside the institution and between its branches, as it will change to match in the worker minds, that’s mean; the performance which is the result of sharing the transferred knowledge to the workers must be like the complementary relation between the musical team. So for this reason, the operation and the style of transferring the knowledge become very important to develop the performance of the institutions and let it stay in the first places of the competition.
which become the main factor to insure the success of the institution. The main kinds of transferring the knowledge are: (Dixon, 2000)

1. **Serial transfer:**

   It transfers the knowledge by the same team who move with its experiences from one location to another, that’s mean, the team practice the same missions and use the same experiences of the knowledge but it move from place to place, when it finish its job in the first place, its move to the second and to the third. In this kind of transferring the knowledge the knowledge is exclusive to the same team. What characterize this kind are the easiness and the perfection in doing the missions, as the situation of workers in the kitchen and in the restaurant in the hotel. This kind insures that there are no mistakes or at least if there are mistakes, it will not be repeated because they are expensive to the hospitality institutions and its managements. In this kind, the team is the source and the receiver of the knowledge in the same time, in this case the knowledge could be (Explicit) or (Tacit).

2. **Near transfer**

   It include transferring the knowledge and its applications from the team who is the source of the knowledge to another receiver who deal with the same mission but in another place, this transfer knowledge has the same experience with its criteria and characteristic which are provided to the another team, the transfer knowledge in this style is explicit knowledge as the case of the front office and the housekeeping departments which are attached to room division manager.

3. **Far transfer**

   This style rely on transferring the tacit knowledge which exist in the minds of an experts team considered the source of the knowledge, this team move to help another team who try to read and explain information about knowledge experience, so the knowledge is given by the first team and received by the second, by a complementary relation with its information. For example; the first team travel to a far area to discover the oil to transfer its experiences and its skills in reading the information and the data which are collected by the second team who is the receiver of this kind of knowledge, its experiences and its skills, but the tacit knowledge stay in the mind of the first team of knowledge management.
4. **Strategic transfer**

This kind of transferring the knowledge is too complicated because of the special and the temporal variation between the first team (the source of knowledge) and the receiver team, for example, the kind of a knowledge to deal with a new service as conferences services interact with more than departments and sections, as a result of that, it need interacted missions inside a big team.

5. **Expert transfer**

This kind of transfer point to transfer the tacit knowledge which is related to missions repeated separately, this kind of transfer done by one person (expert) not by a team, for example, the available knowledge for an expert about specific parts or electronic components. Repeating this kind of missions, especially which have a relation with specific problems could transfer the tacit knowledge to explicit knowledge.

**The second topic**

**The methodology of the research**

**Firstly: the problematic of the research:**

The problematic of this research is represented by the lack of interest of restaurants, tourism and hotel companies managers in analyzing the effected factors in the level of hospitality industry which are represented in the general, technical, organizational and human factors, these factors have an important role in collecting, categorizing and saving the information which could be reached easily, help in rising the workers knowledge and increase their experiences and skills.

We can resume the problematic of the research by the following questions:

1. Do the restaurants, the hotel and tourism companies’ managers interest in the effected factors in hospitality industry?
2. Do the hospitality managers (in research sample) analyze the general environment factors and the technical, organizational and human factors which are related to their own organizations?
3. Do the research sample managers take in consideration the role of the effected factors in hospitality industry by adding the knowledge to their organizations by, collecting the information or raising the level of the knowledge and the skills of the workers?
Secondly: the importance of the research:

the research importance come from the importance of analyzing the affected factors in hospitality industry which are represented by the general environment factors and the technical, organizational and human factors because they are very important in adding a new knowledge to the organizations and raising the level of the skills and the experience of their workers.

Thirdly: the goals of the research:

This research aim to:

1. Recognizing the importance of the affected factors and variations in the level of the hospitality industry in taking the successful strategic decisions.
2. Let the hospitality managers know the necessity of analyzing the affected factors in the hospitality industry and know its relation in adding the knowledge to their organizations.
3. Showing the relation between the affected factors in hospitality industry and knowledge management.
4. Encouraging the research sample managers to analyze the affected factors in the level of their industry and adapt new knowledge styles in increasing their information and rising the level of their workers skills.

Fourthly: the form and hypotheses of the research:

To achieve the purposes of the research, the researcher made hypothetical form which takes in consideration the nature and the dimension of the relations between the variation of the research, which are:

1. The affected factors in the level of hospitality industry: we take in specific theses following factors to reduce the research volume and the hypotheses of the research:
   - The organizational factors
   - The human factors
2. Knowledge management: we take:
   - The explicit knowledge management
   - Tacit knowledge management
The hypothetic form of the study

Guided by the hypothetic form, the following hypotheses have been made:

1. The main hypothesis for the research: there is a moral connection relation between the effected factors in the level of hospitality industry and knowledge management, from this relation theses hypotheses came out:

   - There is a moral connection relation between the technical and the organizational factors and the explicit knowledge management
   - There is a moral connection relation between the technical and the organizational factors and the tacit knowledge management
   - There is a moral connection relation between the human factors and the explicit knowledge management
   - There is a moral connection relation between the human factors and the tacit knowledge management

Fifthly: The society and the sample of the research:
The research sample consist of the high quality hotels and the departments managers in Amman where the most of the knowledge abilities which have the more conscious to the strategic goals exist, the research sample represent with :

1. The general manager and the assistant manager to these hotels

2. The department heads and their assistants in these hotels

The research sample include 15 departments heads, their assistants and the assistants managers in Sheraton hotel, 14 in Meridian, 12 in Four seasons, 11 in the Royal and 8 in the Radisson sass, all of the departments heads are included in this sample because all of the departments have a direct or indirect relation in hospitality industry, as it explained in this table:

<table>
<thead>
<tr>
<th></th>
<th>Hotel</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sheraton</td>
<td>15</td>
</tr>
<tr>
<td>2</td>
<td>Meridian</td>
<td>14</td>
</tr>
<tr>
<td>3</td>
<td>Four seasons</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>Royal</td>
<td>11</td>
</tr>
<tr>
<td>5</td>
<td>Radisson sass</td>
<td>8</td>
</tr>
<tr>
<td>Sum</td>
<td></td>
<td>60</td>
</tr>
</tbody>
</table>

The Four seasons hotel is in the fifth circle, opened in 2002, this hotel has conferences and parties salons, health center, shopping center, airport services, 193 rooms, 217 beds and 400 employers.

Sheraton: is in the fifth circle, opened in 2001, has conferences and parties salons, health center, shopping center, airport services, 267 rooms, 324 beds and 316 employers.

Royal: is in the third circle, opened in 2002, has conferences and parties salons, health center, shopping center, airport services, 281 rooms, 217 (32) suits and two royal suits, 340 beds and 380 employers.
Meridian: is in Alshmeissani in Amman, opened in 1997, include conferences and parties salons, health center, airport services, 300 rooms, 543 beds and 289 employers,

Radisson sass: is in the beginning of Wadi Saqrah street , opened 1997, has conferences and parties salons, 262 room, 444 beds and 219 employers.

**Sixthly: Data collecting style**

For collecting the research data, a lot of styles have been chosen, the most important are:

1. Questionnaire: the researcher has been basically relied on this questionnaire which is designed according to the theoretical side and the literatures of the research, also Likert measurement which consist of five degrees (I don’t agree at all, I don’t agree, I am not sure, I agree, I agree strongly) has been used.
2. The Arabian and foreigner books and which concern the hospitality industry and the hospitality tools, adding the official documents and the available information on the internet.
3. The personal interviews with a lot of the hotels managers and the departments heads, also the direct notes and the visit in field to some of hospitality institutions.

**Seventhly: The statistic manners**

A lot of suitable statistic manners to the nature of the data have been used, and the results have been processed by the computer and some programs like: Minitab and Spss. The statistic manners are:

1. The repeated distribution: to show the answers of the study sample.
2. The percentage: to show the percentage of the answers about a variation to the sum of the answers.
3. Average: to explain the strongly of each paragraph of the questionnaire after giving the these numbers (1,2,3,4,5) instead of (I agree strongly, I agree, iam not sure, I don’t agree, I don’t agree at all).
4. Variation: to measure the agreement level of the study sample answers about the phrases of the measure.
5. To measure the relation between the variations of the study.
6. T-test: for being sure from the importance of value.
The third topic
Analyzing the data and examining the hypotheses

Firstly: analyzing the data:

1. **Analyzing the answers about the organizational and technical factors:**

   Table number (2) explain that, the answer of (87.92%) of the departments heads fo the study sample in Amman, examine and proceed the technical and the organizational factors which concern their organizations, (10.41%) from them are not sure from their answers, (1.66%) are not interested in these factors, the average was (1.803) and the was (0.715)

2. **Analyzing the answers about the human factors:**

   (85.83%) of the answers of the study sample pointed that they are about the interesting of analyzing the human factors and developing the relation between the management workers and the author workers, (5.83%) are not sure from their answers and (8.33%) are not agree with this factor. The average was (1.891) and (0.808).

3. **Analyzing the answers about the explicit knowledge management:**

   Table number (3) show that the answers of (71.11%) from the study sample are interested in collecting the knowledge and the information, saving and categorizing it, but (5.55%) are not interested of that, (23.3%) are neuter in their answers the average was (2.155) and (0.759).

4. **Analyzing the answers about the tacit knowledge management:**

   (77.21%) from the study sample see that they are take care of rising the knowledge level of their workers and increasing their experiences, (12.78%) are not sure from their answers but (9.99%) are not interested in increasing the experiences of their workers. The average was (2.144) and the was (0.847).
Table number 2

The repeated distribution, the percentage and the average of the answers of study sample about analyzing the technical, organizational and human factors

<table>
<thead>
<tr>
<th>Sub-variables</th>
<th>Indicator number in the questionnaire</th>
<th>The measurement of the answers</th>
<th>Completey Agree 5</th>
<th>Agree 4</th>
<th>Not Sure 3</th>
<th>Don’t agree 2</th>
<th>Completely disagree 1</th>
<th>Average</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>T</td>
<td>%</td>
<td>T</td>
<td>%</td>
<td>T</td>
<td>%</td>
<td>T</td>
<td>%</td>
</tr>
<tr>
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<td>22</td>
<td>36.67</td>
<td>27</td>
<td>45</td>
<td>11</td>
<td>18.33</td>
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<td></td>
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<td></td>
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<td>12</td>
<td>25</td>
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<td>48.33</td>
<td>4</td>
<td>6.67</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>13</td>
<td>16</td>
<td>26.67</td>
<td>37</td>
<td>61.67</td>
<td>5</td>
<td>8.33</td>
<td>2</td>
</tr>
<tr>
<td>Percentage</td>
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<td>53.75</td>
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<td></td>
<td></td>
<td></td>
<td>0.832</td>
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<td>46.67</td>
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<td>50</td>
<td>2</td>
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<tr>
<td></td>
<td></td>
<td>16</td>
<td>23</td>
<td>38.33</td>
<td>30</td>
<td>50</td>
<td>5</td>
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<tr>
<td></td>
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<td>17</td>
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<td>33</td>
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<tr>
<td>Percentage</td>
<td></td>
<td>33.33</td>
<td>52.50</td>
<td>5.83</td>
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<td></td>
<td></td>
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<tr>
<td>Average and general standard deviation</td>
<td></td>
<td>1.891</td>
<td>0.808</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</table>
Table number 2
The repeated distribution, the percentage and the average to study sample answers about knowledge management

<table>
<thead>
<tr>
<th>Sub-variables</th>
<th>Indicator number</th>
<th>Measurement of the answers</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>Average</th>
<th>s.d</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Completely agree5</td>
<td>Agree 4</td>
<td>Not sure 3</td>
<td>Don’t agree2</td>
<td>Completely not agree 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Explicit knowledge management</td>
<td>18</td>
<td>15</td>
<td>25</td>
<td>36</td>
<td>60</td>
<td>9</td>
<td>15</td>
<td></td>
<td></td>
<td>1.900</td>
<td>0.626</td>
</tr>
<tr>
<td></td>
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<td>14</td>
<td>23.33</td>
<td>27</td>
<td>45</td>
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<td>21.67</td>
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<td>10</td>
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<td>0.911</td>
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<td>31</td>
<td>51.69</td>
<td>20</td>
<td>33.33</td>
<td>9</td>
<td>6.67</td>
<td>2.383</td>
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</tr>
<tr>
<td>Percentage</td>
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<td>52.22</td>
<td>23.33</td>
<td>5.55</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tacit knowledge management</td>
<td>21</td>
<td>11</td>
<td>18.33</td>
<td>26</td>
<td>93.33</td>
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<td>2.333</td>
<td>0.932</td>
</tr>
<tr>
<td></td>
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<td>16.67</td>
<td>38</td>
<td>63.33</td>
<td>4</td>
<td>6.67</td>
<td>6</td>
<td>10</td>
<td>2</td>
<td>3.33</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>14</td>
<td>23.33</td>
<td>40</td>
<td>66.67</td>
<td>4</td>
<td>6.67</td>
<td>2</td>
<td>3.33</td>
<td>1.900</td>
<td>0.656</td>
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<tr>
<td>Percentage</td>
<td></td>
<td>19.49</td>
<td>57.77</td>
<td>12.78</td>
<td>8.88</td>
<td>1.11</td>
<td></td>
<td></td>
<td></td>
<td>2.144</td>
<td>0.847</td>
</tr>
</tbody>
</table>

Secondly: The hypotheses test
The main hypothesis test:
The relation between the effected factors in the level of the hospitality industry and the knowledge management will be tested, the sub- hypotheses will be tested firstly then the main hypothesis by using the rank correlation coefficient of Sperman.

1. The first sub-hypothesis test:
The result of the test show up by using the rank correlation coefficient of Sperman between the technical and organizational factors and the explicit knowledge management, where (RS) is (0.79) and T is (9.81), which is bigger than its tabular value (2.01) at the level of significance (0.05), freedom level 58, the matter which point that there is a correlation between the two variables which insure the validity of this hypothesis as it shown in the table number 4. It is Claire that the most of the managers in the study sample take care in analyzing the technical and the organizational factors inside their organizations by collection the data and the information and saving it.
2. The second sub-hypothesis test:

The rank correlation value (RS) between the technical and the organizational factors and the tacit knowledge management is (0.75), T is (8.63) which is bigger than the tabular value (2.01) which point to the existence of a moral relation between the two variables at the level of (0.05)m freedom degree 58, which insure the validity of this hypothesis and explain that the most of the study sample interest in analyzing the technical and the organizational factors and determining its opportunities and threats by increasing the knowledge and the experiences of the workers, which is clear in table number 5.

3. The third sub-hypothesis test:

The value of (RS) for testing the relation between the human factors and the explicit knowledge management is (0.70), T is (7.46) which is bigger than the tabular value (2.01), which insure the validity of this hypothesis and insure the moral relation between the two variables. This is clear that the most of the study sample are taking care of analyzing the human factors in their organization and documentation the data and the information in an easy way as it shown in table number 4.

4. The fourth sub-hypothesis test:

From table number 5, the (RS) to measure the relation between the human factors and the tacit knowledge management is (0.84). T is (11.74) which is bigger too much than its tabular value (2.01) which indicates to a high moral relation between the two variables, which insure the validity of this hypothesis. The most of the study sample are interesting in analyzing the human factors and the social and psychological situations to their workers and increasing their knowledge abilities and experiences.

5. The main hypothesis test:

From the table number 6 that the (RS) between the effected factors in hospitality industry and knowledge management is (0.65) and T is (6.51) which is bigger than the tabular value (2.01) at the moral level (0.05) and freedom degree 58. Which insure the validity of third hypothesis and explain that the most of the managers and the departments heads in the research society are interesting in analyzing the effected factors in the hospitality industry at the level of
the technical, organizational or the human factors by collecting and saving the data and the information in easy way and increasing the skills and the experiences of the workers.

**Table number 4**

*Explain the rank correlation coefficient of Sperman between the effected factors in hospitality industry (technical organizational and human) and the explicit knowledge management to study sample answers*

<table>
<thead>
<tr>
<th>Variables</th>
<th>RS value</th>
<th>T value</th>
<th>The relation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical and organizational factors</td>
<td>0.79</td>
<td>9.81</td>
<td>Moral</td>
</tr>
<tr>
<td>Human factors</td>
<td>0.70</td>
<td>7.46</td>
<td>Moral</td>
</tr>
</tbody>
</table>

Moral level (0.05). freedom degree (58). Tabular T value (2.01)

**Table number 5**

*Explain the rank correlation coefficient of Sperman between the effected factors in hospitality industry (technical organizational and human) and the explicit knowledge management to study sample answers*

<table>
<thead>
<tr>
<th>Variables</th>
<th>RS value</th>
<th>T value</th>
<th>The relation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical and organizational factors</td>
<td>0.79</td>
<td>8.63</td>
<td>Moral</td>
</tr>
<tr>
<td>Human factors</td>
<td>0.84</td>
<td>11.74</td>
<td>Moral</td>
</tr>
</tbody>
</table>

Moral level (0.05). freedom degree (58). Tabular T value (2.01)

**Table number 6**

*Explain the rank correlation of Sperman between the effected factors in hospitality industry and knowledge management*

<table>
<thead>
<tr>
<th>Variables</th>
<th>RS value</th>
<th>T value</th>
<th>The relation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The effected factors in hospitality industry</td>
<td>0.65</td>
<td>6.51</td>
<td>Moral</td>
</tr>
</tbody>
</table>

Moral level (0.05). freedom degree (58). Tabular T value (2.01)
The results and the recommendations:

Firstly: The results:

1. Hospitality industry is considered one of the most important and vital industries by presenting the services to the people overseas and it is considered an important source of the national income.

2. Analyzing the effected factors and variables in hospitality industry is one of the most important process to know the opportunities and the threats in this industry to use these opportunities and avoid the threats.

3. Knowledge management represent an intellectual development and an organizational culture which interest in diagnosing the knowledge. Determining its goals, distributing and applying it.

4. The most of the managers of the study sample analyze the technical and the organizational factors in their institutions from improving the quality of the goods or the presented service in the existence of the explicit or tacit knowledge which concern collecting, analyzing and saving the data in a good way or trying to increase the knowledge and the abilities of the workers.

5. The most of the managers in the study sample take care in analyzing the human factors to find the compatibility or adapt to work by connecting the workers with the management by the interviews and the dialogue by finding opportunities to practice.

6. The most departments heads or the directors commissionaire interest in the importance of analyzing the effected factors( technical, organizational or human) in hospitality industry, and in the relation of this analyzing with the knowledge and its parts (explicit and tacit).

7. The difference in evaluating the workers by the criteria of the knowledge management in Jordanian hospitality industry, reflect the variation in the relative Importance for the workers to these criteria. Also this difference in the different style which the hotels chain deal with in ranging its knowledge priorities which itself a reflection in the variation of the tourists and the visitors. This conclusion opens great doors in front of the scientific researches about the nature and the
quality of the relations which connect between the new management concepts and the characteristics of the workers and clients.

8. The sensitivity of the knowledge expressions, specially the differences between the knowledge concepts and the information concepts affected the answers of the executive workers. That was clear from their answers and their confusions which represent the lack of the distinguishing between the knowledge and the information, in fact this result is not surprised because the subject of knowledge management still new and it is not really understood even by some researcher and the special academics in these fields.

9. The results about the ability to distinguish between the concept of the explicit and tacit knowledge come to present more of support to the previous point of view. the executives workers didn’t understand the basic differences between the explicit and tacit concept, this matter call the high departments in the international hotels chain in Jordan to make crash training programs to increase the knowledge of the workers. In fact, the initiative managements are able to enhance its services competition in the market of the services of Jordanian hospitality industry and the international markets.

Secondly: the recommendations:

1. The necessity of taking care in analyzing the effected variation and factors in hospitality industry by the managements of this industry, not only the technical organizational and human factors but also the factors of the general environment (political, social, technological or economical), and determining the opportunities and the threats which are produced by this environment to less the tools invest any opportunity for the favor of their organizations and avoid the dangers and the threats which cause by it.

2. The process of analyzing itself represent an important circle from adapting the organization with its environment, the internal and the external which become a strategic goal, so the hospitality institutions have to take care of applying the adapting process to keep its existence.
3. The necessity of establishing a special knowledge center of the hospitality and tourism sector which interest in collection the information saving it, making the analysis and consulting and presenting the offers about the hospitality industry to help who desire to enter this industry.

4. The need for the cooperation between the university and the hospitality institutions to benefit from the special university experiences in this field to build strong knowledge rules which orient the directors and the workers about the styles and the means which help this industry to develop.

5. The managements of the hospitality institutions have to improve the presented goods and services and work conditions, organize and increase the level of the workers and keep up with technical development to the means and the styles of this industry.

6. The need for faith of orienting to the knowledge philosophy, adopting the knowledge means in analyzing the effected factors in the hospitality industry and diagnose the knowledge abilities which the mind have in the organizations of the study sample to realize the possibilities, opportunities and the threats and determine its levels.

7. Investing the knowledge management process explicit or tacit, enhance the creative abilities of the workers, encourage them to show their abilities by the dialogue, training or by let them work in research teams and allow to reach the knowledge rules simply.
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