

The Role of Marketing Knowledge Sharing in Building Organizational Immunity

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Abstract: This study aimed to assess the impact of sharing marketing knowledge on attaining organizational immunity in Jordanian industrial corporations using a quantitative methodology. Marketing managers from Jordan's 53 industrial corporations made up the study's population. 40 questionnaires were found to be valid for analysis. The following outcomes have been obtained: The sharing of marketing knowledge influences building organizational immunity in Jordanian industrial corporations. The benefit of marketing knowledge sharing on obtaining organizational immunity in Jordanian industrial corporations is linked to marketing managers' academic qualifications. The following are the researcher's recommendations: Creating unique procedures for assessing economic data relating to the company's operations to foresee any future marketing changes. In addition to focusing on educating marketing department employees in the art of gathering information about the external environment regularly, to confront and face any marketing changes that may arise in the surrounding environment.

Keywords: Organizational immunity, Marketing knowledge sharing, Marketing knowledge, Organizational learning, Organizational memory

1. Introduction

Organizations in the twenty-first century face significant quantity and quality challenges, including rapid changes in information and communication technology, global market openness and liberalization, the growing role of the knowledge economy, increased competition, merger movement, and joint ventures between organizations. These difficulties need companies, in general, to adapt to them with a clear vision that allows them to forecast the future, locate and embrace opportunities, and identify and avoid dangers and hazards. From these prospects, the notion of focusing on the knowledge resource of intangible knowledge assets evolved in the late twentieth century as a strategic resource that should be accorded the attention it deserves, no less than its interest in tangible assets (Hoegl et al., 2003).

It is well recognized that information plays a vital role in society, and knowledgeable people are the most valuable assets in businesses. Knowledge management in organizations is connected with several benefits that may help the firm retain its competitive position in today's marketplaces. Information sharing and production are two critical components of knowledge management that play a significant role in generating corporate value. Organizations must successfully develop the knowledge and skills of their personnel in order to attain an adequate degree of knowledge creation and innovation. This approach aims to emphasize the vital role that information exchange plays in a company (Hung et al., 2011).

The company's immune system is comparable to the human body's immune system, indicating the body's capacity to sustain it efficiently. Although its origins and early writings date back to the mid-1990s, this is a crucial problem in today's corporate climate and is rarely discussed theoretically (Ivanov, 2013).

To begin, it is vital to distinguish between an organization's immunity and its immune system. Organizational immunity exists at all times and can be represented in the organization by its people, systems, culture, procedures, policies, and programs that automatically show their impact in emergency incidents in the form of reaction, and organization immunity may be present there; this frequently occurs in developing countries where management is not a study area. Especially crucial, and vice versa, when departments understand the relevance of the immune system and aim to grow it based on scientific rather than arbitrary situations (Neilson et al., 2004). The random act of the immune system's presence makes the work of its immune system a system of action and reaction, which is the worst logic in administrative sciences today, so it is necessary to distinguish between the characteristics of the immune system and then a gap in the characteristics of the immune regulatory system in order to integrate the picture and reach a measure that is concerned with measuring the availability of The components of the system on the one hand and the nature of the work of the system on the other (Smith and Chris, 2013).

The significance of this study stems from the subject of the study, which is a new addition - according to the researcher's knowledge - in the field of knowledge and its participation in the field of industry and its application

in the field of improving the level of organizational immunity in industrial public shareholding companies. Furthermore, this research focuses on one of Jordan's most important economic sectors, the industrial sector.

The researcher believes there is a need to conduct a contemporary study that clarifies this significant concept and tests the degree to which it impacts knowledge sharing because there needs to be more clarity about the application of organizational immunity in industrial public shareholding companies. In light of this, the primary objective of the research was to respond to the following questions:

- What is the extent of Marketing knowledge sharing application in Jordanian industrial corporations?
- What is the level of organizational immunity in Jordanian industrial corporations?
- How does knowledge sharing affect organizational immunity in Jordanian industrial corporations?

The researcher highlighted the importance of Marketing Knowledge Sharing and Organizational Immunity in this study. As well as describing the study's population and sample size. in addition to the primary findings of the analysis and the study's recommendations.

2. Literature Review

2.1 Marketing Knowledge Sharing

Today, knowledge management is a crucial factor in progress and transformation. It's evidence of a dramatic improvement in the efficiency of several establishments. Knowledge management has been shown to have several positive effects on organizations, including higher levels of efficiency and effectiveness, better performance, higher levels of production, and more innovative thinking (Al Duwailah & Hashem, 2019).

Marketing knowledge is defined as market knowledge that is required via knowledge collecting, information transmission, interpretation, and storage in an organization's memory (Hanvanich et al., 2003)

November (2008) outlined seven sorts of marketing expertise that businesses should be aware of:

1. Consumer knowledge;
2. Product knowledge
3. Competitors' knowledge
4. Understanding of the marketing services offered
5. Knowledge of the company's processes and systems
6. Knowledge of the current themes of interest to the organization.
7. Knowledge of the people with whom the company interacts, both within and outside.

Knowledge sharing describes the sharing of employees' ideas, knowledge, skills, abilities, and competencies with colleagues and group members. This requires a shared culture to entertain employees by providing access to relevant knowledge and using that knowledge to address problems and increase efficiency (Hoegl et al., 2003).

Lin (2007) defines knowledge sharing as "a culture of social interaction, which involves the exchange of employee knowledge, experience and skills through the entire department or organization."

Knowledge sharing refers to providing employees with information, ideas, know-how, and other assistance to perform a specific job or task (Wang et al., 2014; Hashem, 2016)).

Knowledge sharing can happen at the individual level between two employees where they can share their skills, knowledge, and experience to solve different problems and help each other to perform different tasks more quickly and effectively. It can also occur among group members where the knowledge, skills and abilities of one group member can help other group members to perform well to increase the efficiency and overall output of the group (Niqresh et al., 2021). At the organizational level, knowledge sharing is about collecting, arranging, transforming, reusing that knowledge and making it available to others in the organization. Any organization can successfully promote a culture of knowledge sharing by including knowledge sharing in its strategic formation. However, it can also be promoted through encouragement by changing the attitude and motivation that top management provides to its employees for knowledge sharing (Connelly and Kevin Kelloway, 2003; Hashem and Suleiman, 2019).

In their study, Paulin and Suneson (2012) proposed the idea that sharing knowledge increases the rate of customer satisfaction. This means that an organization whose members share their knowledge and experience is usually able to meet its obligations to its customers. This increases the rate of customer satisfaction because it takes less time to provide a service or product.

On the other hand, Paulin and Suneson (2012) said that knowledge sharing has many positive strategic effects on the organization because it helps to identify the basic and important knowledge, experiences, and skills of the organization that must be properly utilized and managed. Organizations can gain access to both explicit and tacit knowledge and cut losses through knowledge exchange.

On the other hand, knowledge sharing is strategically important because it is an effective way to make scarce expertise available to the whole organization through forums, training courses, presentations, research papers, etc..

2.2 Organizational Immunity

Organizational immunity is a company's ability to protect and defend itself, either by preventing or overcoming weaknesses and threats or by removing and avoiding them by preventing their growth or stopping their effects (Simmons, 2013).

Models of systemic immunity vary depending on the researchers, their intellectual mindset, and their practical objectives. Leadership, integration, flexibility, participation, a problem-solving culture, empathy, energy distribution, and learning are the requirements for organizational immunity. According to Simmons (2013), it includes oversight and oversight committees, legal compliance, risk management systems, incentives, and rewards.

Huang (2013) said that it depends on organizational learning, memory, and knowledge, while Brown (1997) said that regulatory genes represent it. DeGeus (1997) returned to its roots, which can be seen in the organizational structure, information flow, power-sharing culture, the right to make decisions, and incentive and reward systems. Due to the differences and similarities in the above, our research was able to identify the dimensions of organizational immunity that came up more often than others because there was some agreement on them:

- Organizational learning:

It simulates the function of thymus cells (T) in the human immune system, which plays a crucial role in protecting humans from viruses, and organizational learning refers to the increased awareness of organizational problems and then recognizing and treating them, which is positively reflected on the performance of the institution and its outputs (Abdul Majeed, 2016). Organizational learning consists of (individual learning, group learning, and learning from others, i.e., competing organizations, and self-learning, i.e. within the organization (Smith and Chris, 2013; Neilson et al., 2004).

- Memory Regulatory:

It mimics the human immune system's Bone Marrow (B) memory cells. These cells can remember human diseases and produce appropriate antibodies to attack them. Organizational memory involves recalling the organization's prior archived knowledge through intelligently stored information and using it in decision-making Current and future building sustainable competitive advantages (Park and Bunn, 2003).

Organizational memory is similar to the human mind, where the organization recalls its past experiences in dealing effectively with current situations and planning for the future in light of previous knowledge (Croasdell, 2001). Intentionally generated by organizational culture, business environment, organizational structure, and external memory, including information about competitors, industry financial reports, and government records

- Regulatory genes:

It mimics the human genes deoxyribonucleic acid (DNA) essential for life. Organizational genes reflect the company's specific fingerprint that makes it different from others, enabling it to adapt aggressively to competition. An organization's DNA is defined by its core values, beliefs, culture, and personality that shape its identity, determine its destiny, and are reflected in its performance and activities in a way that limits or increases its capabilities and effectiveness (Ivanov, 2013).

Organizational DNA consists of the natural genetic imprint that belongs to a specific organization as natural defenses such as competitive position and market share, and the acquired genetic imprint resulting from the organization's disposal of environmental risks after which it recovered, such as immune cells resulting from exposure of a part of the body to environmental influence and was able to recover and became immune from this danger; organizational memory of previous treatments and stored solutions; organizational vaccine where outsourcing is used to deal with threats and risks; Benchmarking when using alternatives that have proven successful with the strongest competitors (Hovivyan, 2006)

According to the above literature review, the following hypotheses are presented:

- There is a high level of applying knowledge sharing in Jordanian industrial corporations
- Jordanian industrial corporations are attempting to improve their organizational immunity.
- The sharing of marketing knowledge influences building organizational immunity in Jordanian industrial corporations.
- Due to marketing managers' academic qualifications, there is a statistical difference in the effect of marketing knowledge sharing on obtaining organizational immunity in Jordanian industrial corporations.

3. Research Methodology

This study relies on the descriptive analytical approach by reviewing the theoretical literature related to the study variables, applying the study tool to collect data, and reaching results that contribute to presenting a set of recommendations.

4. Study Population and Sample

The study population consists of marketing managers in the 53 Jordanian industrial corporations. 40 questionnaires were found to be valid for analysis., representing 75.5 % of the sample size.

5. Data Collection Methods

The study relies on two types of data: primary and secondary data.

The secondary data is represented by previous theoretical and field studies, books and research related to the subject under study.

As for the primary data, it is represented in developing a questionnaire to measure the variables and their dimensions and to study the hypotheses.

6. Demographic Results

Frequency and percentage were calculated for the study sample. Following results (Table 1) are found:.

Table 1: Descriptive Statistics of Demographics

		f	%
Gender			
	Female	38	95%
	Male	2	5%
Age			
	Less than 30	12	30%
	40-31	20	50%
	50-41	8	20%
	50+	-	-
Qualifications			
	High school	1	2.5%
	Diploma	1	2.5%
	BA	31	77.5%
	High studies	7	17.5%
Experience			
	Less than 3 years	6	15.0%
	3-5 years	10	25.0%
	6-10 years	10	25.0%
	11-15 years	10	25.0%

	f	%
16+	4	10.0%

We can see that 95% of the sample is male, and 5% is female. This suggests that Jordanian public shareholding industrial businesses are interested in recruiting guys to the role of marketing manager owing to the substantial loads needed by this job, which are consistent with male talents. 30% of the sample is between the ages of (30-40), and 20% is between the ages of (41-50). This demonstrates employers' desire to hire young people for the post of a marketing manager.

We can see that 5% of the sample has a diploma or less, 77.5% has a bachelor's degree, and 17.5% has a graduate degree. This demonstrates the high academic qualifications of the study sample concerning the tasks and work of the marketing manager position, as well as the public shareholding companies' awareness of the importance of the university degree in enhancing the capabilities of the marketing manager's incumbent to carry out his duties. We also notice that 15% of the sample has less than 3 years of experience, 25% have experience between (3-5), 25% have experience between (6-10) years, 25% have experienced between (11) -15) years and the remainder have more than 15 years of experience. This means that 65% of the sample has less than 10 years of experience. This might be owing to its members' young average age.

7. Reliability and Validity of the Scale

Many marketing arbitrators were given the questionnaire to complete, providing feedback on the scale's apparent validity.

The questionnaire was subjected to a Cronbach's alpha test, and the overall result of was 0.906, which is good because it is higher than the generally recognized value of 0.60. Malhotra (2004)

8. Hypotheses Testing

- There is a high level of applying knowledge sharing in Jordanian industrial corporations (see Table 2)

Table 2: H1 Test

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
MKS	40	3.9225	.70219	.11103

One-Sample Test						
Test Value = 3						
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
MKS	8.309	39	.000	.92250	.6979	1.1471

Using a one-sample T-test, we find that the result of (t = 8.309) is statistically significant at the 0.05 level, indicating that there is a high level of applying knowledge sharing in Jordanian industrial corporations.

- There is a high level of organizational immunity in Jordanian industrial corporations (see Table 3)

Table 3: H2 Test

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Immunity	40	3.4050	.84821	.13411

One-Sample Test					
Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference

					Lower	Upper
Immunity	3.020	39	.004	.40500	.1337	.6763

Using a one-sample T-test, we find that the result of (t = 8.309) is statistically significant at the 0.05 level, indicating that Jordanian industrial corporations are attempting to improve their organizational immunity.

- The sharing of marketing knowledge influences building organizational immunity in Jordanian industrial corporations.

Table 4: H3 Test

Model	R	R Square	F	Sig.		
1	.686 ^a	.471	33.865	.000		
Coefficients						
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	
	B	Std. Error	Beta	t		
1	(Constant)	.152	.568		.269	.790
	MKS	.829	.142	.686	5.819	.000

Linear Regression was used to evaluate the hypothesis. Table (4) indicates that the value of F is statistically significant at the (0.01) level . This means that the hypothesis was correct, and that The sharing of marketing knowledge influences building organizational immunity in Jordanian industrial corporations. A correlation value of R=0.686 is considered high.

- There is no statistical difference in the effect of marketing knowledge sharing on obtaining organizational immunity in Jordanian industrial corporations due to marketing managers' academic qualifications.

Table 5: H4 Test

Tests of Between-Subjects Effects					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	21.226 ^a	19	1.117	3.270	.006
Intercept	1.920	1	1.920	5.620	.028
academic qualifications	1.677	1	1.677	4.908	.039
MKS	14.880	18	.827	2.420	.029
Error	6.833	20	.342		
Total	491.820	40			
Corrected Total	28.059	39			

ANCOVA test is used to test above hypothesis. it is found that F value= 2.42 is significant at 0.05 . that means There is statistical difference in the effect of marketing knowledge sharing on obtaining organizational immunity in Jordanian industrial corporations due to marketing managers' academic qualifications

9. Results and Recommendations:

The purpose of this study was to assess the impact of sharing marketing knowledge on attaining organizational immunity in Jordanian industrial corporations by using a quantitative methodology. Marketing managers from Jordan's 53 industrial corporations made up the study's population. 40 questionnaires were found to be valid for analysis.

The following outcomes have been obtained: There is a high level of applying knowledge sharing in Jordanian industrial corporations. This result is consistent with the study of (Connelly and Kevin Kelloway, 2003; Hashem and Suleiman, 2019; Pauline and Sunesson, 2012). Whereas, Jordanian industrial corporations are attempting to improve their organizational immunity. This result is consistent with the study of (Simmons, 2013; Huang, 2013; DeGeus, 1997).

Also, the sharing of marketing knowledge influences building organizational immunity in Jordanian industrial corporations. As well as, there is a statistical difference in the effect of marketing knowledge sharing on obtaining organizational immunity in Jordanian industrial corporations due to marketing managers' academic qualifications.

In light of the results thus far, the researcher suggests:

- The importance of creating unique procedures for assessing economic data relating to the company's operations in order to foresee any future marketing changes that may occur.
- The importance of creating specialized tools for monitoring business-related economic data in order to foresee potential marketing shifts.
- The need to tailor marketing research to the specific demands of a business to ascertain its place in the market and determine its relative strengths and weaknesses to adapt to a changing business climate.
- To cope with and adapt to any changes that may occur in the external environment, it is essential to teach marketing department employees in the art of gathering information about the external environment on a regular basis.
- To monitor potential shifts in client preferences, it's important to provide real-time reports to their profile database.
- In order to manage and deal with fluctuations in sales quantities, the marketing department must be eager to collect information and data about its goods on an ongoing basis.
- We are expanding the research's scope by analyzing its implications in other fields.
- Focusing on educating marketing department employees in the art of gathering information about the external environment on a regular basis, in order to confront and face any marketing changes that may arise in the surrounding environment.

10. Conclusion

In the twenty-first century, organizations face significant quantity and quality challenges, such as the rapid evolution of information and communication technology, the opening and liberalization of global markets, the expanding role of the knowledge economy, increased levels of competition, the movement towards mergers, and the formation of joint ventures between organizations.

Because of these challenges, businesses, in general, have to find a way to adapt to them by developing a clear vision that enables them to see into the future, find and seize opportunities, and recognize and steer clear of any risks and hazards. As a result of these possibilities, in the latter half of the twentieth century, the concept of concentrating on the knowledge resource of intangible knowledge assets emerged as a strategic resource that ought to be afforded the attention it deserves, no less than its interest in physical assets. This idea was developed as a strategic resource that should be accorded the attention it deserves.

Knowledge creation and dissemination are two essential aspects of knowledge management, and businesses should effectively develop their employees' knowledge and capabilities. The method highlights the critical role that the exchange of information plays in an organization. According to this research, marketing knowledge sharing is crucial for boosting organizational immunity.

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