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How can E-business Strategies Develop through Knowledge Management? In Ernst and Young Organization in Jordan

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Abstract

This research is meant to understand the impact of knowledge management on the development of e-business strategies. The case study which was taken into consideration is EY organization in Jordan. The research took a sample of 30 managers within the middle and high management in the company under examination.Through analyzing the responses of the sample from the questionnaire the outcomes of the study revealed that most of the participants who answered the questionnaire appeared to be from the middle management while the variables which appeared to be influential on the e-business strategies of the organizations were Decision Making Process (Forecast), Customer-Supplier Trends, Sharing and Organizational Knowledge Base respectively. Based on that the study recommends They should use to overcome knowledge base and organizational complexity. By using KM, executive managers will gain a competitive advantage to the organization, and support their business operations by configuring the available resources and utilizing them to meet the customers' and market needs.

Keywords: Knowledge Management, Performance, E-business, E-business Strategy

Introduction

With the technological booming and the widespread of the internet almost everything in our life took a new prospect and approach. Nowadays everything can be done through the use of the internet and technology. From that point, there appeared the (e) which refers to the internet, and humanity managed to create e-education, e-health, e-consulting, e-purchasing and e-business. Many organizations are running their businesses now through the means of the internet. They are holding online meetings, running businesses in different countries and monitoring their success through their website (Wentzel, et al., 2011).

It is broadly recognized today that new advances, specifically access to the Internet, have a tendency to adjust correspondence between the distinctive players in the expert world, namely: connections between the venture and its customers, the inward working of the undertaking, including representative connections, the relationship of the organization with its customers and suppliers. The expression "e-Business" in this way refers to utilizing of the means of technology and internet to perform the same activities that an organization does within the real world, in other terms, E-business is a process in which the organization works in a virtual world to come up with results same as the ones it can get in the real world.

Problem Statement

The concept of e-business refers to a wide range of activities that an organization does in research for information, those information are usually in need to be organized and tackled in a way that serves the organization and increases its performance which orients the attention towards the need for knowledge management to organize the flow of information that a business goes through. According to ALhawamdeh (2007) e-business refers to the exchange of business and strategies through an interactive digital network. It

means that e-business is the state where the organization runs its business and strategy through the means of the internet. Al-Hawamdeh (20070 in his paper found a group of benefits from inserting knowledge management within the e-business process. Firstly, one can define knowledge management as the process of *"Treating the knowledge component of business activities as an explicit concern of business reflected in strategy, policy, and practice at all levels of the organization"* (Barclay and Murray, 1997. P.1). According to Al-Hawamdeh (2007) KM managed to find a place for it within the process of e-business he argued that KM has the ability to organize the flow of information and data that an organization gets from its business using the internet. On the other hand, Malhotra (2000) stated in his study that organizations need KM in their business as soon as they involve digital advances in their processes and administration, it is meant from KM to organize the nature and quantity of information that the organization reach from the network.

Launching from that, this research study meant to explore the role of knowledge management on the e-business strategies and processes and how can KM develop those e-business strategies and influence the performance. In order to reach an answer to that question the researcher has employed KM variables that may have the ability to influence the flow of the e-business which included (Customer-Supplier Trends, Decision Making Process (Forecast), Organizational Knowledge Base and Sharing).

Literature Review

Electronic business (E-Business)

The idea of e-business revolves around legitimizing the Internet as a standard correspondences medium and reforming another business reality. The development potential for innovatively imagined and very much oversaw e-business wanders is unparalleled ever. According to Murphy and Baer (2017) it was anticipated that hyper-growth for e-retail deals would proceed into the 21st century starting with 130% development and leveling off to around 45% by 2004. This compares to a Compound Annual Growth Rate (CAGR) of around 69%. Prudential Securities look into likewise recommends that yearly e-tail deals should reach $157 billion by 2004.

Forrester Research forecasts are considerably more idealistic. Forrester gauges that deals coming about because of buys of merchandise and ventures through online stores will almost twofold every year through 2004. At the end of the day, online purchaser deals are anticipated that would reach $184 billion out of 2004. Talking about hyper-growth, business-to-business (B2B) online business, whereby organizations offer specifically to each other by means of the Internet, was five times as expensive as business-to-customer online business, or $43 billion in March of 1998, agreeing to a report in Business Week. Forrester Research predicts that B2B will develop to $2.7 trillion by 2004. That is almost 15 times the measure of the buyer web based business showcase projection! In examination, Gartner Group's forecasts are off the graph. The counseling organization anticipates that B2B internet business will be very nearly three times the Forrester anticipation or $7.4 trillion (Ecommerce Foundation, 2016)

There appeared a lot of definitions for the concept of e-business (electronic business) for instance, Brache and Webb (2000) defined e-business as the involvement of technologies and technical advancements within the business strategies and plans. On the other hand, Taylor and Murphy (2004) stated that e-business is the process of initializing business through the means of the internet. Norton (2000) defined e-business as the concept of completing business to business and business to customer through the digital networking and the technological equipment. Rowley (2002) argued that there appeared a lot of benefits that can come from involving technology in business, it may influence the performance of the organizations and enhance the way it takes into consideration dealing with its customers, other parties and dealers (U.S. Department of Commerce, 2017).

Drivers of E-business

A standout amongst the most critical improvements in the public eye in the course of recent years has been the development of items and administrations to customers using data innovation. The Internet, portable phones and Wi-Fi innovation are a few cases of innovation stages that have empowered items what's more, administrations to be offered in new and imaginative ways. As innovation items and innovation empowered administrations have extended, the need to better see how clients embrace innovation and technology-enabled administrations has turned out to be progressively vital (Eljabiri, Crowell and Deek, 2002). Whole organizations, for example, Amazon, Google and Nokia have been worked around the effective utilization of innovation to give items and administrations to clients while governments have additionally understood the transformative part this approach can play. The acknowledgment and selection of innovation based administrations and items are along these lines of focal significance to associations and governments (Bajgoric, 2006).

According to Zhuang and Lederer (2003) there are many aspects that may influence the flow of e-business within organizations, among these aspects are the acceptance of technological tools among users, the friendliness of these technologies and the computer literacy that an individual has. Deschoolmeester, Vanpoucke and Willaert(2004) argued that the drivers that impact e-business in organization vary according to the degree and level of employing technology in the organization in general there appeared two drivers which are the cost cutting and cost savings of the advancements that are being employed within the firm. On the other hand (Yin et al., 2000) stated that the degree of influence that e-business can have on an organization depends basically on the level of awareness that this organization has on the matters of technology and advancements. Alawneh and Hanna (2010) saw from their perspective that there are many drivers that may influence the process of e-business in organization among these drivers are efficiency, complementarities, lock-in and novelty. The same results also appeared with Del Rio Olivares (2013) regarding the drivers of e-business in organizations and the results matches the same drivers which appeared with Alawneh and Hanna (2010). Obeidat and Abu-Shanab (2010) explored the drivers of e-business in the business environment of Jordan, according to the authors; the drivers of e-business in Jordan are the infrastructure in the country and the degree of awareness among the members of management within the organization.

Knowledge Management (KM)

Knowledge management depends on the possibility that an association's most significant asset is the learning ofits kin. Along these lines, the degree to which an association performs well, will depend, in addition to other things, onhow viably its kin can make new information (Gao, Li and Clarke, 2008), share learning around the association, and utilize that information to best impact .In the event that you have perused any of the tremendous cluster of learning administration books and articles that are at present accessible ,you are perhaps feeling marginally confused. Maybe you are pondering whether information administration is simplythe most recent prevailing fashion and trusting that on the off chance that you disregard it, it will in the long run leave. Let's be realistic – informationadministration is encompassed by a lot of buildup. In any case, in the event that you can put the buildup to the other side, you will find thata considerable lot of the apparatuses, procedures and procedures of information administration really make a lot of normalsense, are as of now part of what you do, and can significantly help you in your activity (Faucher, Everett and Lawson, 2008).

Scholastics have faced off regarding the importance of "knowledge" since the word was coined. A word reference definition is "the realities, sentiments or encounters known by a man or gathering of individuals" (Collins English Dictionary) (Lambe, 2011). Learning is gotten from data yet it is wealthier and more important than data. It incorporates recognition, mindfulness and understanding increased through involvement or contemplates, and comes about because of making correlations, distinguishing outcomes, and making associations. A few specialists incorporate astuteness and understanding in their meanings of learning. In authoritative terms, learning is for the most part thought of as being "know how", or "connected activity" (Bose, 2004). The last point is an essential one. The present associations contain a immense measure of information and the NHS is positively no special case. In any case, in applying information administration standards and practices in our association, information isn't our end, yet the methods for additionally activity. What we are endeavoring to do is to utilize our insight to show signs of improvement at doing what we do, i.e. human services and social insurance change (Despres and Chauvel, 1999).

Drivers of KM

Knowledge management drivers was first proposed by Arthur Andersen and American Productivity and Quality Focus (APQC) when they created learning administration appraisal apparatus (KMAT) in 1996, which characterizes driver as the valuable basic factor and condition for the association to complete information administration effectively. It implies the association must focus to both effective conditions and valuable variables for the association to do learning administration. (Pillania, 2009) characterized driver as the vital factor that inclinations the ventures to do learning administration. (uitBeijerse, 2000) brought up the basic elements of learning administration drivers included initiative, corporate culture, data innovation, and execution evaluation. An open and agreeable working condition, accentuation on relational connections, and treating the representatives with help, put stock in, support, and receptiveness permitted the representatives to work brimming with imagination; this is the greatest condition for the association to produce information. (Garrido-Moreno, Lockett and Garcia-Morales, 2015) accepted inventive and amicable authoritative culture is contributive to the age of information when the association is completing learning administration.

(Zlatanović and Mulej, 2015) brought up strong establishment of the inner some portion of the undertaking, ownership of creative learning capacity, and making of very versatile culture are the fundamental variables for

the outer piece of the undertaking to win. (Soliman and Spooner, 2000) likewise demonstrated that the substance of learning administration is to utilize information to make work and to utilize learning to oversee creative learning deliberately and in a sorted out way. (Silvi and Cuganesan, 2006) trusted learning administration methodology could control the business undertakings of information administration, particularly asset distribution of learning administration, utilization of learning administration, and style of learning administration. Concerning how to enhance the proficiency of usage of information administration, (Mason and Pauleen, 2003) showed that the substance, culture, methodology, furthermore, fundamental structure must be viewed as together. From the point of view of how learning administration impacts association's capacity, Gold et al. (2001) trusted that the essential advancement capacity of learning administration included innovation, structure, and culture. (duPlessis, 2007)ordered the variables impacting information administration of association into administration, assets, and condition. This investigation characterized driver as an accommodating basic factor and condition for the association to actualize learning administration effectively, to be specific what conditions an association ought to have and what factor it should pay consideration regarding keeping in mind the end goal to execute learning administration effectively (Chase, 1997).

Methodology

In order to answer the questions of the study the researcher employed the quantitative approach. It was meant from that approach to collect the needed data from participants regarding their attitude from the main variable of the study (KM variables) and its influence on the business strategy.From the quantitative approach the researcher has utilized the tool of a questionnaire to be the main tool in the study that collected the data. The questionnaire would mean to collect data from the sample and have it analyzed through the mean of SPSS and the numbers would be translated into understandable words that are related to the attitude of the sample of the study towards the given variables.

Hypotheses of the study

The current study hypothesizes the following set of hypotheses in order to reach their ability to be rejected or accepted.

Main Hypothesis

KM drivers positively influence E-business strategies in organizations

Sub-Hypotheses

H1: Customer-Supplier Trends can positively influence E-business strategies in organizations

H2: Decision Making Process (Forecast) positively influence E-business strategies in organizations

H3: Organizational Knowledge Base positively influence E-business strategies in organizations

H4: Sharing knowledge and experience positively influence E-business strategies in organizations

Launching from the aforementioned hypotheses, the following model was developed by the researcher.

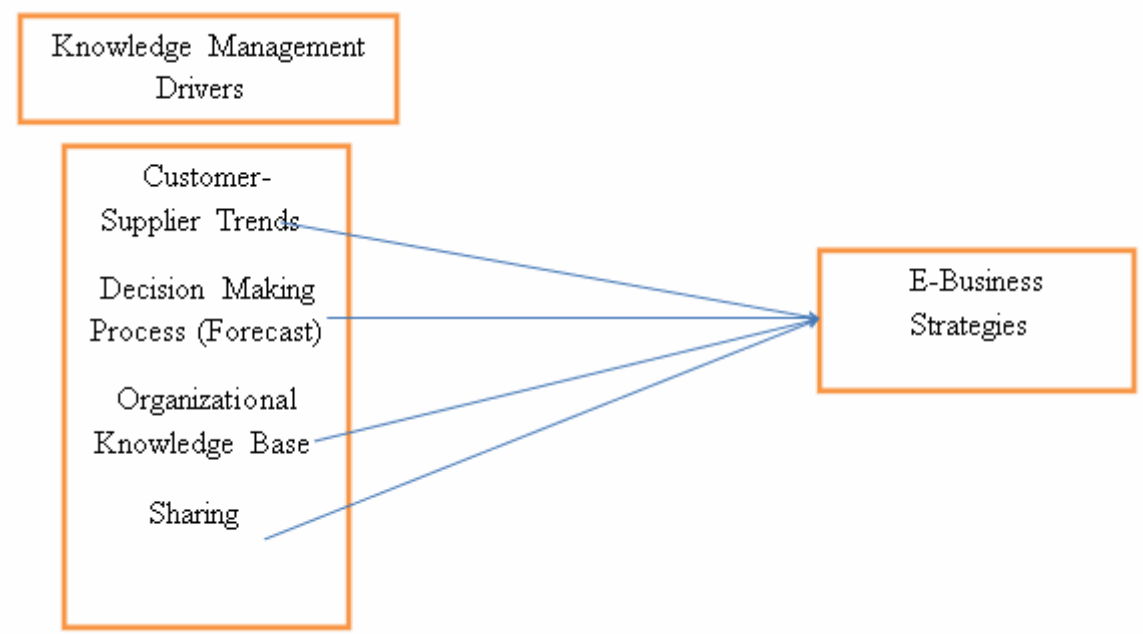

Figure (1): Model of the study

Population and Sample

The current study employed the population from all organizations in Jordan including members from the high and middle management. The sample of the study was (34) high and middle management members from EY organization in Jordan which is an organization that presents assurance, tax, advisory and transaction advisory Services in Jordan. The final participating sample responded to the study was (30) high and middle management members which reached 88.2% as a total response rate and was statistically acceptable.

Results

The following section presented the results of the study according to the outcomes of the SPSS which was derived from the responses of the study sample. The section was divided into two parts; the first took into perspective the demographic variables while the other presented the responses of the sample according to the questionnaire paragraphs.

Demographic Variables

Table 1: participant representation in terms of age distribution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	13	43.3	43.3	43.3
	31-36	14	46.7	46.7	90.0
	+37	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Table (1) above highlights that the majority of study participants were aged below 37 years as 43.3% and 46.7% of the participants were aged 25-30 and 31-36 respectively with the frequency of 13 and 14 respectively. Participants aged +36 years and plus were constituted only 10% of the subjects. This suggested that majority of those sampled to represent the population were within the age range 31-36.

Table 2: Participant representation in terms of education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	2	6.7	6.7	6.7
	MA	24	80.0	80.0	86.7
	PhD	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

As can be seen in table 2, majority of study subjects were holders of a Master's Degree as 80% held a Master's degree representing a frequency of 24. Other participants held a Bachelor's degree representing 6.7% of the participants and a PhD representing 13.3% of the participants. This suggests that the sampled subjects constitute individuals who are well informed and that thus they were well informed of the questions posed to them via the questionnaire.

Table 3: Participants' experience work experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-6	8	26.7	26.7	26.7
	7-11	12	40.0	40.0	66.7
	12-16	8	26.7	26.7	93.3
	+17	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

It can be noted from table 3 that majority of participants representing 40.0% with the frequency of 12, had 7-11 years of working experience. Others with the working experience of 2-6 years, and 12-16 years of working experience represented 26.7% and 26.7% of the study subjects. This may suggest that majority of those samples had a long working experience and thus, their responses can be relied upon as honest.

As for the responses of the participants on the questionnaire a positive attitude appeared through the analysis on the above questions. It can be attributed to the fact that the paragraphs means scored higher than 3.00 which can indicate a good result.

Given that the scale of the questionnaire appeared as (1 strongly disagree, 2 agree, 3 neutral, 4 agree and 5 strongly agree) it can be inferred from table 4 that majority of participants either agree or strongly agree to the statement documented in the questionnaire relating to the influence of KM drivers on E-business strategies in organizations, influence of customer-supplier trends on e-business strategies in organizations, influence of decision making process on e-business strategies in organizations, influence of organizational knowledge base on e-business strategies in organizations and influence of sharing knowledge on e-business strategies in organizations. As can be seen in table 4, responses to 4 questions, namely questions, Q13, Q17, Q18, and Q9 had an average score less than 3.5 but more than 3, indicating that participants were neutral about them. On the contrary, majority of the responses to questions in the questionnaire averaged between 3.5 and 4.5. This indicate that majority of participants overwhelmingly agree to the statements noted in the questionnaire attached in the appendix section of this paper.

Reliability Test:

Utilizing Cronback's Alpha to run a reliability test it was revealed that the value of (0.855) among all items which greater than 0.60 indicating a tool consistency through the study.

- KM drivers positively influence E-business strategies in organizations

Table 4: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639[a]	.409	.314	.50922
a. Predictors: (Constant), Sharing, Customer_Supplier, OKB, DMP				

Table 5: ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.478	4	1.119	4.317	.009[a]
	Residual	6.483	25	.259		
	Total	10.960	29			

In order to test the above hypothesis; multiple regression was used; the results indicated that R (0.639) is the correlation of the KM and the E-business. In addition to that, F value of (4.317) is significant at (0.05) level. Based on that, KM drivers positively influence E-business strategies in organizations

H1: Customer-Supplier Trends can positively influence E-business strategies in organizations

Table 6: Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509[a]	.260	.233	.53836
a. Predictors: (Constant), Customer_Supplier				

Table 7: ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.845	1	2.845	9.817	.004[a]
	Residual	8.115	28	.290		
	Total	10.960	29			

Table 8: Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.896	.660		2.871	.008
	Customer_Supplier	.511	.163	.509	3.133	.004
a. Dependent Variable: E_Business						

In testing the above hypothesis; linear regression was utilized, the result pointed out that R (0.509) is the correlation of customer-supplier and e-business. Also, F value (9.817) appeared to be significant at (0.05) level. Based on that, Customer-Supplier trends can positively influence E-business strategies in organizations

H2: Decision Making Process (Forecast) positively influence E-business strategies in organizations

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.484[a]	.234	.206	.54764
a. Predictors: (Constant), DMP				

Table 10: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.563	1	2.563	8.546	.007[a]
	Residual	8.398	28	.300		
	Total	10.960	29			
a. Predictors: (Constant), DMP						
b. Dependent Variable: E_Business						

Table 11: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.307	.568		4.061	.000
	DMP	.433	.148	.484	2.923	.007
a. Dependent Variable: E_Business						

In testing the above hypothesis; linear regression was utilized, the result pointed out that R (0.484) is the correlation of Decision Making Process and e-business; the F value (8.546) was influential at (0.05) level. so, Decision Making Process (Forecast) positively influence E-business strategies in organizations

H3: Organizational Knowledge Base positively influence E-business strategies in organizations

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409[a]	.167	.137	.57096
a. Predictors: (Constant), OKB				

Table 13: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.833	1	1.833	5.622	.025[a]
	Residual	9.128	28	.326		
	Total	10.960	29			
a. Predictors: (Constant), OKB						
b. Dependent Variable: E_Business						

Table 14: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.613	.570		4.587	.000
	OKB	.364	.154	.409	2.371	.025
a. Dependent Variable: E_Business						

In testing the above hypothesis linear regression was run; it appeared that R (0.409) was the correlation of Organizational Knowledge Base and e-business. In addition to that, F value (5.622) was significant at (0.05) level. so, Organizational Knowledge Basepositively influence E-business strategies in organizations

H4: Sharing knowledge and experience positively influence E-business strategies in organizations

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.422[a]	.178	.148	.56734
a. Predictors: (Constant), Sharing				

Table 16: ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.948	1	1.948	6.052	.020[a]
	Residual	9.012	28	.322		
	Total	10.960	29			
a. Predictors: (Constant), Sharing						
b. Dependent Variable: E_Business						

Table 17: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.707	.512		5.285	.000
	Sharing	.339	.138	.422	2.460	.020
a. Dependent Variable: E_Business						

In testing the above hypothesis linear regression was run; it appeared that R (0.422) was the correlation of Sharing knowledge and experience and e-business. To add to the stack, F value of (6.052) was seen to be significant at (0.05) level. Based on that, sharing knowledge and experience positively influence E-business strategies in organizations

Descriptive

Table 18:Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
E- Business	30	2.25	5.00	3.9417	.61477
Customer Supplier	30	2.50	5.00	4.0000	.61237
DMP	30	2.00	5.00	3.7750	.68654
OKB	30	2.00	5.00	3.6467	.69019
Sharing	30	1.75	5.00	3.6417	.76475
Valid N (listwise)	30				

Table (18) above reveals that there is a positive attitude from participants towards the given variables, this appeared through the means of the variables which all scored above 3.00.

Discussion

This study examined the effect of KM drivers on the e-business strategies in organizations. It specifically examined whether variables namely customer-supplier trends, organizational knowledge base, decision-making process, sharing knowledge and experience positively influence e-business strategies in organizations. Results confirmed that KM drivers positively influence E-business strategies in organizations. Results also confirmed that customer-supplier trends can positively influence E-business strategies in organizations; decision-making process (Forecast) positively influence E-business strategies in organizations; organizational knowledge Base

positively influence E-business strategies in organizations; and sharing knowledge and experience positively influence E-business strategies in organizations.

Swamy and Chettiar (2015) acknowledged that knowledge management is useful for e-business. Like in the present study, Swamy and Chettiar (2015) identified security, latest technology, social software, knowledge sharing and expert directories as strategies of knowledge management that influence e-business. However, Swamy and Chettiar (2015) noted that security and latest technologies are the most effective elements of the knowledge management strategies to e-business emphasizing that latest technologies are the backbone of the e-business and that security ensures customers' details are kept confidential. According to Swamy and Chettiar (2015) latest technologies ensures the e-business delivers the product to customers at a cheaper yet easily.

Result of the present study is also supported by those by Kumar (2017) that knowledge management is essential to any e-business. Kumar (2017) observed that knowledge management ensures the e-business adopts an organizational culture which supports sharing of knowledge, and accommodates and utilizes the latest technology to enable knowledge sharing in a way that facilitates the application of science in e-commerce.

Also supporting the view that knowledge management is critical to e-business ALhawamdeh (2007) identified several benefits of knowledge management to e-business. According to ALhawamdeh (2007) within the context of customer relationship management, knowledge management provides perceptive meaning that makes it possible for an organization to understand their partners, customers and suppliers, as well as their linkages and relationships with it. Within the context of supply chain management, ALhawamdeh (2007) observed that knowledge management enables e-businesses to know what is required, what resources or materials are available at its disposal, how these materials are used, how products/services are delivered (i.e., distribution channels), and how it is serving or reaching its customers. Identifying the third benefit of knowledge management to e-business, ALhawamdeh (2007) observed that knowledge management encourages the sharing of expertise and experiences among project stakeholders, supports teamwork and links all management levels and project stakeholders together. ALhawamdeh (2007) further noted that knowledge management processes organize, filter store and distribute large volumes of organization's data. This valuable knowledge can be used to improve the project performance and to support decision-making process within an organization.

In a follow up study, ALhawamdeh (2010) observed that that knowledge management accrue several benefits to any e-business. Notably benefits identified include facilitating the development of new efficient business process and the creation of support system that for the decision-making process. Others identified by ALhawamdeh (2010) include: supporting the decision-making process; organizing and evaluating suppliers' and customers' relationships and requirements; and filtering and storing organization's knowledge in the organization's knowledge repository.

Other researchers supporting the findings of the present study noting that knowledge management plays a crucial role in the development of the four stages of e-business. In particular, it is noted that knowledge management plays a crucial role in the outline project scope of the e-business. According to Oppong, Yen, and Merhout (2005), the schedule tasks and project scope which constitute the first phase of e-business depend on the collected information, behavioural knowledge concerning organization documents, declarative knowledge about suppliers and customers, prediction for deliverables and market competition. Oppong, Yen, and Merhout (2005) held that these tasks can be undertaken effectively using knowledge management tools, namely knowledge determination, knowledge mining and organizational knowledge base. Similarly, Jutla, Craig, and Bodorik (2001) noted that KM is an enabler for the stage two of the e-business, which is the identification of project stakeholders' task. According to Jutla, Craig, and Bodorik (2001) KM enables e-business to manage relationships among stakeholders and enables the creation of value proposition. At the diagnosis stage of the e-business, KM tools identified as customer/supplier life cycle is believed to enable organizations evaluate customers relationships and there are other tools afforded by KM that can enable small-size firms to evaluate their current position (Brynjolfsson, & Urban, 2001; Hackbarth, &Kettinger, 2000). According to Van Hooft and Stegwee, R. (2001) all tasks at the diagnosis stage of e-business development require organizational knowledge repository and knowledge base because they concern the organization's current position. Similarly as noted by Hackbarth, and Kettinger (2000), Van Hooft, and Stegwee (2001) and Whittington (2001), the breakout and transition stages of the e-business all require KM. Hackbarth, GandKettinger (2000) emphasized that KM tools are needed at the breakout stage of the e-business to convert the organization's knowledge (intellectual assets) into a framework of what is needed by the organization. According to Hackbarth, and Kettinger (2000), at this stage, KM tools enable the corporation to re-arrange and realign its business strategy to match its information technology infrastructure. Lastly, the role of KM in the transition stage of the e-business development as noted

by Hackbarth, and Kettinger (2000) is measuring the ability of the organization to implement the new strategy. According to Hackbarth, and Kettinger (2000), at this stage, knowledge is the organization's intangible resources and it comprises the organization's HR experiences, business processes, policy, and culture. This knowledge can enable the organization to use the assessment tools to assess itself with a view to determining its ability to adapt to changes introduced by the new strategies, and to determine all areas that need change. This study reinforces the result of the present study that knowledge management affect e-business.

Conclusion

The aim of running an e-business strategies and plans is to tackle how to employ the internet to gain a competitive advantage to the organization, and support its business operations by configuring the available resources and utilizing them to meet the customers' and market needs. It is also aimed at using internet technologies to support Supply Chain Management (SCM) and Relationship Management (CRM). As demonstrated in this study, KM can contribute towards strengthening e-business strategy, which is currently one of the key concerns of managers who are interested in developing effective KM systems. It has demonstrates that KM drivers namely customer-supplier trends, organizational knowledge base, decision-making process, sharing knowledge and experience can positively influence e-business strategies in organizations. This shows that managers can create strong e-business plans and strategies from knowledge resources, business objectives, policy and culture. It demonstrates that organization can build suitable e-business strategy from effective knowledge management. It was also demonstrated through the literature review that managers of e-business can use KM to estimate and evaluate the cost/risk/benefits of the e-business plans and strategies, in addition to controling the organizational change. Accordingly, the technology platforms offer exchange and sharing processes for the management of knowledge. KM is a mixture of information resources, technology tools, and human factors. It can exist in people, organization objectives, and organization strategy and business performance.

Organization knowledge is highlighted as critical consistencies of creating successful electronic business. It contains knowledge assets, information and data about the firm. As such, the firm depends on it and uses it to execute with easy and an efficient manner its elementary functions.

KM is an entry to the knowledge base and can allow the flow of knowledge between geographical locations, and organizations and across divisions. It can be imbedded into the organization's day-to-day work to make searches easier by providing navigation ability. It can enable an organization to identify tacit knowledge source, which is important in overcoming knowledge base and organizational complexity when used effectively, KM can help e-businesses in restructuring knowledge shared in collaborative forums and in virtual communities. E-business using it can transfer tacit knowledge within virtual communities and collaborative forums.

KM can also help the organization prevent knowledge attrition. It can facilitate the conversion of tacit knowledge into explicit. In addition, KM can create an environment of improved communication, learning and innovation. It can motivate the quality of innovation. It can accelerate skill development and learning at the organizational level and at an individual level. KM can increase productivity and efficiency.

Moreover, KM can increase knowledge management agility. It can increase the speed and quality of decision-making. It can increase the agility of the organization through faster adaptation to market changes and decision making. It makes the knowledge available and lead to improve organizational agility. It serve as a basis for determining the strategic direction of an organization. It can make it possible for knowledge to be available to the right people at the right time and ultimately lead to increased organizational agility. It can provide knowledge that can be used as a corporate asset. This knowledge can be tied to the organization's business strategy.

Knowledge management can also facilitate quicker adoption of the e-business model in an organization. It can enable the organization to adapt the value chain that suits its e-Business model. Through knowledge, KM can allow staff to adjust to transition and adjust to new roles. It can facilitate the implementation and adoption of an e-model as it constitutes all the four stages of e-business model development. It supports the flow of knowledge and helps a firm to cope with knowledge.

It can also be inferred from the finding of this study that KM offer platforms and tools for knowledge sharing among virtual communities. It can help e-business managers to effectively manage website content. Virtual communities play a critical role within the e-business arena as they facilitate the sharing of knowledge with suppliers and customers. The sharing of knowledge among virtual communities can lead to improved productivity and increased efficiency.

KM can be used effectively to facilitate the integration of intra-and inter-organization and to facilitate transparency in the firm. It can institutionalize customer relationship management within the organization.

The creation of e-business strategy involves four stages: initiating stage, diagnosing stage, breakout and transition stages.

Recommendations

Based on the result of this study, executive managers should utilize knowledge management to facilitate and promote e-business

They should use to overcome knowledge base and organizational complexity. By using KM, executive managers will gain a competitive advantage to the organization, and support their business operations by configuring the available resources and utilizing them to meet the customers' and market needs. These are the goals of creating e-business strategy is to address howthey should make use of the tacit knowledge and explicit knowledge, including managerial experiences and expertise in the minds of the organization to stakeholders of the project to perform and participate in all e-business strategy tasks. Executive managers or high-level management has the primary responsibility of formulating ne e-business strategy of a firm. They are required to allocate resources used in the project. A resource can be human resources (HR), intangible resources, or tangible resources. Examples of intangible resources that can be allocated by executive managers can be knowledge assets.

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