A Study on Effect of Knowledge Management on Job Satisfaction

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ABSTRACT
The purpose of this study is to argue that knowledge management may be utilized to improve job satisfaction and to analyze how job satisfaction can be improved through the knowledge management for individual employees. A theoretical model is used to describe the relationships between five components of knowledge management and job satisfaction. It is then empirically tested on an 824-item survey data set obtained from members of a Finnish municipal organization using a structural equation modeling partial least squares approach. The presence of knowledge management systems in the workplace is highly associated with high levels of job satisfaction. Intra-organizational knowledge exchange appears to be a critical KM practice, boosting job satisfaction among members of an organization. Surprisingly, important knowledge-based job satisfaction boosters differ according on employment characteristics. Managers should implement Knowledge Management activities in their organizations not only to improve knowledge worker performance but also to improve employee well-being at work, as Knowledge Management has a substantial impact on employee job satisfaction.

Keywords: Knowledge Management, Job satisfaction.

INTRODUCTION
The most significant methods of production from a knowledge-based perspective are intangible. Human capital, or the skills, knowledge, competences, attitudes, and motivation of those who work for an organization and how they apply these skills for the organization's advantage, is given significant weight in the knowledge-based perspective. Intelligence of a human cannot simply be "caught and codified" since it is tacit, ingrained, and at least somewhat individual, which makes its administration difficult. According to certain theories, knowledge management largely comprises creating, supplying, stimulating, and maintaining appropriate information about surroundings within an organization in directive to stimulate and empower knowing persons to practice, share, and produce new information. The study investigates whether and how knowledge management might improve individuals ‘satisfaction of job. This study contends that knowledge management will promote excellent organizational performance while also fostering job happiness.
The numerous contributing elements that have been looked at, however, do not yet encompass KM-related difficulties. Even though work satisfaction is the organizational behavior topic that has received the most research (Spector, 1997; Applebaum, et al., 2000). It is very infrequently treated from a knowledge-based standpoint. This research investigates how KM practices affect how satisfied each employee is with their employment in order to fill this vacuum in the literature.

**Review of Literature**

**Job satisfaction**

As per Spector (1994), the degree to which people like or loathe their occupations can be referred to as their level of job satisfaction. The idea of job pleasure may support employees' psychological health at work (Robbins et al., 2003). Job satisfaction is the emotional and pleasant state that employee is in after being evaluated on their performance and job, or the degree to which they enjoy what they do for a living (Shaikh et al., 2012). According to Locke (1969), job satisfaction is also "a result of the perceived relationship between what one wants from one's job and what one sees it to deliver," as well as the extent to which an employee feels positively or negatively about his or her employment. Employee health and job happiness are inter-linked concepts. According to Grant et al. (2007), employee wellbeing is the total standard of a worker's experience and performance at work. The term incorporates the psychological, bodily, and social components of wellbeing. Poor wellbeing causes underperformance; absenteeism, sick leave, and turnover (Baptiste, 2008). The issue of motivation and job satisfaction are related (Vroom, 1964; Herzberg et al., 1959; Maslow, 1954). According to Maslow's Hierarchy of Needs, the highest needs—social belonging, self-esteem, and self-actualization—is the main sources of job satisfaction (Maslow, 1954). Situational and personality characteristics, according to Vroom's (1964) expectation theory, interact together to increase job satisfaction. Expectations are based on the worker's belief that hard labor will result in outstanding performance, which will lead to pay. Organizational commitment is a concept that is significantly associated to job satisfaction. It is defined as a connection to the organization that is characterized by a want to stay, identification with the organization's values and goals, and a willingness to put in extra effort (Porter et al., 1974).

**Knowledge management practices**

To identify and use an organization's collective knowledge to its advantage, a practice known as knowledge management (KM) is used (Vonkrogh, 1998).

Numerous categorizations of KM practices and activities are found in the literature on KM. For instance, KM techniques are divided into knowledge production, incorporation, and dissemination by Nonaka and Takeuchi (1995). Four KM processes are put forth by Demarest (1997). Like these viewpoints, this study suggests that there are five basic categories into which KM activities can be subdivided. Even though these categories are somewhat connected, overlap, and cyclically related. (Nonaka and Takeuchi, 1995)
Knowledge acquisition refers to organizational procedures that seek information from outside bases. Outside links and association agreements are critical sources of information for all organizations. Customers are an exceptionally crucial set of people to learn from if the association is to flourish. Customer feedback systems, data mining, business intelligence, and collaboration with partners and research institutes, to name a few are examples of highly developed knowledge gathering processes (Nonaka and Takeuchi, 1995).

Tacit knowledge is based on human experiences and is passed down through social interaction. While some undocumented information may be formalized, much will remain undocumented. Because the only way to convey tacit knowledge is through face-to-face interaction, knowledge sharing is critical for tacit knowledge management.

Retention of knowledge initiatives are those associated with managing people turnover and the resulting loss of expert knowledge, a critical strategic resource. When people leave a company for any reason, professional knowledge may be lost. With the retirement of the baby boomers, recruiting and retaining the best employees will become an even more difficult issue in terms of retention of knowledge.

H1: There is a significant relationship between Knowledge Acquisition and Job Satisfaction.
H2: There is a significant relationship between Knowledge Sharing and Job Satisfaction.
H3: There is a significant relationship between Knowledge Creation and Job Satisfaction.
H4: There is a significant relationship between Knowledge Codification and Job Satisfaction.
H5: There is a significant relationship between Knowledge Retention and Job Satisfaction.

Research Model
According to the paper, employee’s job satisfaction is increased by the five KM components listed above. Job satisfaction, in turn, is linked to great performance on both an individual and organizational level. The remainder of this research focuses on the connection between KM and contentment. Although not empirically examined, this study assumes that there is a relationship between job happiness and performance.

**Research Methodology**

A web-based questionnaire was used to obtain study data from employees at a municipal organization in south-eastern Finland. This public governmental institution received replies from 824 people, representing the organization's functional categories. Sixty-one percent of respondents were general employees, 19% were subject matter experts, 12% were supervisors, 6% were unit directors, and 2% were members of the senior management group. In terms of gender, 76.5% of the participants were female, while 23.5% were male.

Respondents were asked to rank a series of concerns on a scale of 1 to 7, with 1 being entirely disagree and 7 being completely agree. The value and fluency of knowledge obtained from outside sources were assessed using items from the ORCI survey on the information acquisition scale. The frequency and basis of new idea formation in various forms of activity were explored via knowledge creation elements. The amount of storage and documentation, as well as the size of knowledge repositories, were all components of knowledge codification. The continuity and maintenance of knowledge within an organization was addressed by knowledge retention (Scarpello and Campbell, 2006). (Scarpello and Campbell, 2006)

The authors used a three-item composite to assess job satisfaction. Job delight surveys generally consciousness on both typical delight and additives of delight, such as wage, direction, or coworkers (Scarpello and Campbell. As the authors desired to discover general attitudes closer to employment, they focused on typical satisfaction. Hackman and Oldham-adapted items were used to assess job satisfaction both directly and indirectly.

Respondent’s tenure, age, and unit were utilized as controlling variables. Because the data was based on self-reported measurements, common method variance could have skewed the conclusions. When survey respondents are requested to complete items addressing both independent and dependent variables, common method bias is a severe concern. To assess the risk of such bias, the authors employed Harman's one-factor test, as well as a principal component analysis that included all the items of the hypotheses. The investigation focused on the solution to discover how many components were essential to explanation for modification across altogether items. The most important factor explained 36.5% of the variation, indicating that communal process bias was not present in this study.

**Results**

Partial least square were done to carry out the research. The initial stage was to evaluate the measuring model's dependability and validity. After that, the hypotheses were tested using the structural model. Correlation analysis was used to investigate the relationships between work
satisfaction and KM approaches. Table 1 contains the mean and standard deviations, as well as a correlation matrix. The statistics show that all KM process variables had a significant relationship with work satisfaction and with each other. This backs up and validates the study’s expectations regarding the relationship between KM practices and job satisfaction. Table 1

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<th>Table 1: Correlation matrix</th>
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<td>1.Knowledge</td>
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<td>2.Knowledge</td>
<td>4.1</td>
<td>1.3</td>
<td>0.596*</td>
<td>8</td>
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<td>retention</td>
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<td>3.Knowledge</td>
<td>4.5</td>
<td>1.3</td>
<td>0.302*</td>
<td>0.276*</td>
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<td>acquisition</td>
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<td>4.Knowledge</td>
<td>4.7</td>
<td>1.2</td>
<td>0.432*</td>
<td>0.529*</td>
<td>0.391*</td>
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<td>5.Knowledge</td>
<td>3.5</td>
<td>1.1</td>
<td>0.540*</td>
<td>0.672*</td>
<td>0.392*</td>
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<td>creation</td>
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<td>6. Jobsatisfaction</td>
<td>4.8</td>
<td>1.3</td>
<td>0.599*</td>
<td>0.487*</td>
<td>0.193*</td>
<td>0.381*</td>
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Notes: **Correlation is significant at the 0.01 level

To put the measuring model to the test, internal consistency and discriminant validity were assessed. 42% of the difference in job satisfaction was explained by the research model. In order to evaluate the hypotheses, the route model was generated to reflect the proposed links between KM processes and job satisfaction. The majority of the hypotheses were supported by estimations of the routes of job satisfaction processes. The hypothesized paths to job satisfaction from information sharing (H2), knowledge codification (H4), and knowledge retention (H5) were followed. Knowledge sharing (B=0.439, p 0.005), knowledge codification (B=0.125, p 0.005), and knowledge retention (B=0.193, p 0.005) all significantly enhanced job satisfaction. According to the research paradigm, information acquisition (H1) and knowledge generation (H3) would immediately lead to job satisfaction. These suggestions, however, were rejected.

Discussion and conclusion
Only two of the five knowledge management methods studied in this study had no link with 
work satisfaction. According to the findings of this study, information achievement and 
creation of knowledge do not appear to be factors influencing job happiness. This could be due 
to the study's circumstances. It is probable that the nature of the job done in this municipal 
organization does not need the collection or the development of expertise. Such behavior is not 
promoted or rewarded by the association. As a result, they have no effect on job satisfaction. 
But there were links between the remaining three KM activities and work satisfaction. 
According to the findings, intra-organizational knowledge exchange is the most significant KM 
procedure for the majority of employee types, enhancing job satisfaction. Knowledge sharing 
systems are possibly the most thoroughly examined part of KM, and they appear to be well 
justified in terms of job satisfaction. A favorable work atmosphere, as well as collegial support 
and encouragement, appear to be important enhancers of job happiness.

The findings also show that the main knowledge-based job satisfaction boosters varied by job 
aspect. The greatest proportion in the survey is 58% for KM procedures, they account for 58% 
of the variation in middle manager job satisfaction. This group's primary concern was 
knowledge exchange and retention of knowledge. Given the huge range in job satisfaction that 
KM issues account for, middle managers appear to value KM the most. This is comprehensible 
given their primary job of coordinating activities across multiple resources inside the 
organization (Nonaka and Takeuchi, 1995).

KM practices, particularly information exchange, knowledge codification, and knowledge 
retention, have a significant impact on overall employee job satisfaction. The study suggests the 
broadest array of knowledge management procedures has an impact on general employee job 
satisfaction. This is understandable given that the tasks for this category are the most varied. 
Job satisfaction was slightly impacted by knowledge acquisition. Knowledge acquisition might 
be apparent as a burden in the general municipality worker's highly supervised and boring 
employment, possibly distracting the person from task performance.

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