

From Knowledge Management To Job Satisfaction: Analysing The Role Of Organizational Commitment In Public Hospitals

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Abstract

Our study looks at how knowledge management affects work satisfaction using organisational commitment as a mediator. Using a non-probability random sample approach, information was gathered from 270 nurses employed by public hospitals in the Pakistani cities of Islamabad, Peshawar, and Mardan. Through the use of structural equation modelling, the hypotheses were examined. The results showed that knowledge management has a big impact on work satisfaction. Furthermore, it is shown that one of the important mediators between knowledge management and work satisfaction is organisational commitment. The conclusions of the present investigation were supported by the social exchange theory. Knowledge management and work satisfaction literature has received some theoretical and practical contributions. Future study directions and research limits are also discussed.

Keywords: knowledge management practices, organizational commitment, job satisfaction, social exchange theory.

1. Introduction

Because of globalisation and the quickening pace of the world's expansion, the environment in which businesses operate is significantly altering. Working with informed management enhances organizational performance and employee engagement, which may have positive effects since it is one of the key resources that develop workers' abilities and helps them to function at their highest level while also feeling fulfilled (Swanson et al., 2020). AlKahtani et al. (2021) argued that when employees leave the organization or move to other departments, their experience and abilities are transferred. Prior study claim that personnel are an organization's most important asset (Anggreyani & Satrya, 2020). As a consequence, businesses put a lot of effort into finding, keeping, and developing capable, dedicated employees. Yan et al., (2016) suggest that the social exchange theory's development potential has been emphasised, and knowledge management is considered as a key implementation challenge. Knowledge management is fast emerging as a trend in industry that influences employee behaviour with regard to their dedication to their jobs and level of company satisfaction (Marques et al., 2019). Kianto et al., (2016) argued that information management is a process for sharing knowledge, applying knowledge at any level of organisation, task knowledge, accessing knowledge at the appropriate time, resources, and freedom to firm employees for making choices and completing job duties, according to. Additionally, providing employees authority enables them to take on tasks and make choices, increasing their sense of security and loyalty to the company. Collaboration among co-workers is crucial for success in proving effectiveness, growth, and pleasure in hospitals (Epaminonda et al., 2020). The organization's success is correlated with the removal of any obstacles between top management and workers, which is also in favour of building trust, motivation, engagement, and dedication in decision-making (Agarwal & Sajid, 2017). Knowledge management, according to (Pellegrini et al., 2020), is an essential tool that should be included into an organization's culture to help employees show their dedication and engagement, which are generated by management. Knowledge management largely pertains to employees' perceptions that working with employees makes those employees who rely on their supervisors more devoted to the company, which raises their engagement and dedication, which also boosts their pleasure with the company (Najeeb et al., 2018). Developing organisational commitment among workers is one of the key elements for guaranteeing organisational efficiency (Kianto et al., 2016).

Employees who feel comfortable working there and are given a variety of duties to do deepen their sense of loyalty to the company, are more motivated to deliver, and end up being its greatest asset. Affective commitment, persistent commitment, and normative commitment make up organisational commitment (Dixit & Bhati, 2012). Employees who do responsibilities with dedication and autonomy are seen as being successfully committed, while ongoing commitment is assumed to ensure that an employee will remain with the company (Allen & Meyer, 1996). Employees are happier with the company when they are more devoted to their work, work in a

comfortable setting, and are given a variety of duties to do by management. If they are happy in their jobs, employees with a high level of organisational commitment will remain with the company (Sohail & Ilyas, 2018).

A measurement of a worker's level of job satisfaction involves making comparisons with other employees based on similar criteria in the workplace. On knowledge management, organisational commitment, and work satisfaction, several studies have been done recently. Guzeller and Celiker, (2020) suggest that separately from other variables, such as supervisor support and turnover intention in a number of sectors, including production, manufacturing, operations, and marketing. Nevertheless, there is little study on the connection between knowledge management, work satisfaction, and organisational commitment in the service sector, which includes hospitals, care facilities, and other service sectors (Afshan & Serrano-Archimi, 2020). As a consequence, the present research focuses on how knowledge management influences work satisfaction in the setting of public hospitals in Pakistan via the mediating impact of organisational commitment.

2. Literature and development of hypotheses

2.1. Knowledge management and job satisfaction

Knowledge management strategies are used in businesses for those workers who are happy with their job, work environment, and workload as supplied by management. These activities include learning, understanding, sharing, and applying knowledge in operations. The practise of identifying and using an organization's pooled knowledge to benefit its employees is known as knowledge management. Kianto et al., (2016) argued that knowledge activities i.e., knowledge production, sharing, and implementation) as well as the infrastructures, capabilities, and management actions that support and enhance these processes are often considered as constituting knowledge management. In the knowledge management literature, practises and activities are categorised to varying levels (Abualoush et al., 2018). Knowledge management techniques can be seen as knowledge sharing; (Langley et al., 2018) describe knowledge production when we examine in the link between knowledge management with business sustainable development and green innovation initiatives (Abbas & Sasan, 2019). In conclusion, the literature often identifies four to six interrelated knowledge processes. Similar to other theories, this research suggests that there are three categories into which knowledge processes may be divided: knowledge generation, information exchange, and knowledge application. Knowledge production is the process of creating new information by using both internal and external resources to further organisational objectives. It refers to a company's capacity to develop novel and useful concepts and ideas for a range of areas of its operations, including managerial techniques, technological aspects, and products (Langley et al., 2018). Knowledge is formed when a group of individuals or an organisation grows and learns. Information Sharing: The practise of exchanging individual and corporate knowledge is known as knowledge sharing. It is the practise of transferring information among people and groups within organisations (Akram et al., 2020). Knowledge Implementation: The organization's services, practises, and products should include organisational knowledge. This

involves putting information into practise and using what is already known to make decisions, boost performance, and accomplish goals.

One of the topics that has been intensively researched in the literature on organisational behaviour since the 1930s is job satisfaction. While pleasing customers is important, as important is pleasing staff. Job satisfaction is defined as the happiness, which workers may feel at workplace, or they feel happy and contented primarily due to their assessment of their position and performance. Job satisfaction and satisfaction should be coupled in order to guarantee work productivity (Azmy, 2021). High work satisfaction has been thoroughly examined and verified to be a function of job design, skill variety, and position ambiguity (Staempfli & Lamarche, 2020). However, knowledge management concerns have not yet been examined as one of the many work satisfaction factors. Few past works that looked at knowledge management- employee job satisfaction link (Arif & Rahman, 2018; Singgih et al., 2020). An investigation of how knowledge management may improve employee work happiness is made in *The Influence of Knowledge Management on Job Satisfaction* (Kianto et al., 2016). Techniques for managing organisational knowledge help employees in knowledge-intensive environments develop sharing, foster understanding, and get value from information. Knowledge management practises are such contextual aspects of the workplace in the modern knowledge era that they may improve work climate and can possibly influence job satisfaction (Mohrman, 2003). Evidently, research is limited on knowledge management- work satisfaction interconnectedness especially if we consider Pakistan's public hospitals. We argue that:

H1. Job satisfaction regresses on knowledge management.

2.2. Knowledge management and organizational commitment

In management and organisational literature, the topic of knowledge management has been highly studied. Knowledge management, according to Chiu and Chen (2016), is the utilisation and development of an organization's knowledge assets to achieve its goals and objectives. The finest resource a company can use is undoubtedly its human resources, but for those resources to work to their full potential for the benefit of the business, they need to be dedicated and devoted to it. Organizational commitment has been a hotly debated study topic since the 1970s (Brown, 1996). The employee's affective commitment, which distinguishes their level of interest in their job and qualifies them as a member of the organisation, is their emotional bond with the company. While normative commitment is based on the employee's feelings of obligation to remain with the company, continuous commitment is based on the cost of leaving and the benefit of maintaining engagement. It is said that businesses must first and foremost earn and maintain the loyalty of their workforce. Knowledge workers with a high turnover rate lose both concrete and intangible information. Employee loyalty to their organisation and how they feel and act toward knowledge management projects may have an interesting link (Chiu & Chen, 2016). Storey & Quintas (2001) further argues that developing employee trust, motivation, and dedication are key contributors of knowledge at workplace. There are several examples in the literature that show how crucial organisational commitment is for knowledge management techniques and systems. However, there

are still few theoretical underpinnings, models, and empirical studies of this link. Fewer studies attempted on how knowledge management influences organisational commitment thus it is hypothesised that:

H2. Organizational commitment regresses on knowledge management.

2.3. Organizational commitment and job satisfaction

Commitment refers to the extent to which employees are dedicated to their employer organisation, are prepared to work on its behalf, and are likely to maintain their membership (Tindowen, 2019). Additionally, it refers to a worker's identification with and involvement in a company. Any company must have organisational commitment to succeed because without sincere efforts from everyone, difficulties may be difficult for the organisation to overcome (Abazeed, 2018). Job satisfaction is a measure of how emotionally satisfied someone is with their work (Ali & Anwar, 2021). Organizational commitment and work happiness, two factors that have been extensively studied in management literature, predict employee performance (Allen & Meyer, 1996; Bodla & Naeem, 2014). Scholars from all across the globe have focused a lot of emphasis on these connected attitudes. In contrast, the following were determined to be crucial elements of job satisfaction in the numerous studies on the topic: discuss agency policy, the type of work (Alavi & Askaripur, 2003; Collie et al., 2012), the supervisor-worker relationship (Bhatti et al., 2012), and working conditions (Crossman & Harris, 2006). There have been few in-depth research how organisational commitment influences work satisfaction at public hospitals in Pakistan. We argue:

H3. Job satisfaction regresses on organizational commitment.

2.4. Organizational commitment mediates the relationship between knowledge management and job satisfaction.

Knowledge management's main objective is to make it easier for people to do their duties by offering them assignments, keeping them active with various training opportunities, and granting them timely promotions that will increase their commitment to and satisfaction with their work (Agarwal & Sajid, 2017). Because committed personnel stay with the company for a long time, their skills and expertise are enhanced. The execution of necessary training programmes displays management's dedication to the standard of services it desires to provide its customers. Numerous research in the relevant literature have examined organisational commitment as a mediating variable between different organisational outcomes, such as the relationship between emotional weariness and desire to leave (Rehman & Mansoor, 2012). Since academics haven't paid much attention to this field of research, it needs to be thoroughly examined in order to increase our understanding of the crucial role that organisational commitment plays. Based on the arguments above and empirical findings from prior research (Cao et al., 2019)., we contend that:

H4. Organizational commitment mediates the knowledge management- job satisfaction relationship.

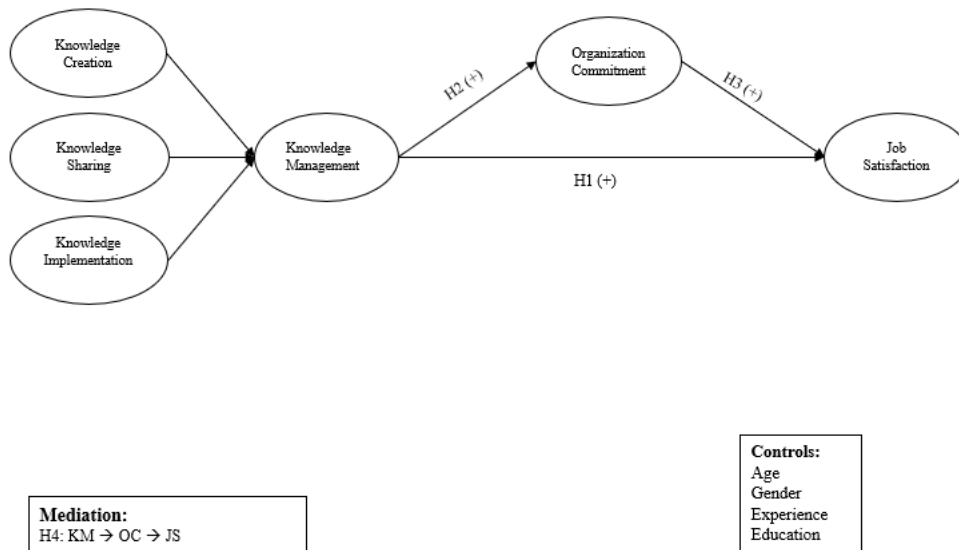


Fig 1. Conceptual model.

3. Research Method

3.1 Research design and sampling

Random sampling method was used in this research to gather data. Nurses who work at a few public hospitals in Islamabad, Peshawar, and Mardan, Pakistan, are the study's participants. Only 296 of the 375 people who received questionnaires actually returned them, for a response rate of 78.9%. The response rate for 270 valid surveys was 91.2%. Employees of these hospitals who work as head nurses and shift nurses are the respondents. The ratio of indicators to cases is a typical sample estimate strategy in PLS-SEM, according to Nunnally (1967). Five instances per observation per indicator variable was given as a general guideline for choosing an appropriate sample size. However, 135 recommended responders are required for this survey, per the guideline. 270 target respondents were able to provide data to the researchers, exceeding the required minimum sample size. The 270 respondents, or 86.2%, were female; the remaining 13.7% were male. The respondents in our study were in the 20–40 age range. The highest qualification ever recorded, with a maximum of 49.2% of Master's, MS, or M.Phil. degrees.

3.2 Measures

Utilizing surveys made from different sources, data was obtained. A total of 27 questions made up the questionnaire: a 9-item scale produced by Muhammad et al. (2011) was used to assess knowledge management, and a 3-item scale created by the same author (2012) was utilised to assess work satisfaction (Bowling & Hammond, 2008). Organizational commitment was evaluated using a 15-item scale as a mediator variable (Bozeman & Perrewé, 2001). The items were measured using a five-point Likert scale for asking questions about our latent variables. It is the most effective instrument for information collection. All variables' Cronbach alpha values were

more than 0.70, which is considered adequate for dependability when it exceeds 0.7. (Hair et al., 2014). The Cronbach alpha findings are shown in Table 1. Factor loading, convergent validity, and discriminant validity are tests to gauge the multivariate fact-based model, and they are all assessed using the Fornell-Larcker criteria. The HTMT- Ratio and the structural equation model have been used to quantify predictive relevance (Q2), variance (R2), and effect size (f2).

4. Results

4.1. Measurement model analysis

For the analysis, smart PLS software was used (Ringle et al., 2020). These studies were conducted in a measurement model to examine and validate the elements that should be measured and to guarantee that instruments are dependable at the same time. 5000 randomly selected samples with replacement were used in 270 cases to assess the level of significance for the loadings, weights, and path coefficients using the bootstrapping method. 2018 (Hair et al.). Cronbach's alpha, Composite Reliability, and Average Variance Extracted were evaluated in this method. A loading of > 0.50 on at least two components is considered substantial, according to (Hair et al., 2014). Table 1 demonstrates the validity of the research's conclusions regarding three constructs: job satisfaction and organisational commitment. Knowledge management is a composite of the three dimensions of knowledge creation, sharing, and implementation.

Table 1. Measurement Model.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.818	0.972	0.870	0.562
Organizational Commitment	0.771	0.979	0.612	0.512
Knowledge Creation	0.914	0.964	0.687	0.518
Knowledge Sharing	0.934	0.964	0.749	0.543
knowledge implementation	0.902	0.974	0.861	0.587

The Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) technique were used when it was determined that the present study's model convergent validity satisfied the necessary requirements (Hair et al., 2014). Table 2 displays the HTMT results, which demonstrate that all values are more than 0.85. As a result, the model's discriminant validity is confirmed.

Table 2: HTMT

	Job Satisfaction	Organizational Commitment	Knowledge Creation	Knowledge Sharing	Knowledge implementation
Organizational Commitment	0.787				
Knowledge Creation	0.761	0.349			
Knowledge Sharing	0.654	0.372	0.311		
knowledge implementation	0.431	0.291	0.232	0.114	

(Cohen, 1992) states that R^2 shows that a value of 0.12 or less indicates a modest impact, a value of 0.13 up to 0.2 indicates a medium effect, and a value more than 0.26 indicates a significant effect size. R^2 indicates that the endogenous structural model components account for variation (Hair et al., 2019). Table 3 presents findings which reveal that the magnitude of organisational commitment is 0.378 and the significant threshold for work satisfaction is 0.645.

Table 3: Values of R^2

	R Square	R Square Adjusted	Q Square
Job Satisfaction	0.645	0.633	0.011
Organizational Commitment	0.378	0.364	0.285

4.2. Structural model analysis

The structural equation model is calculated when the measurement model is finished. The constraints of the Sobel test (Sobel, 1982) may be solved using the mediation analysis approach (Hair et al., 2018). (Baron & Kenny, 1986). (Zhao et al., 2010) presented the bootstrap test technique for mediation analysis to examine the mediating role of organisational commitment. For mediation analysis, the bootstrap method was used with Smart PLS software. The table below summarises the results of the hypothesised direct and indirect association tests.

Table 4: Results of Structural Model

Hypothesis	Constructs	β	Mean	SD	T Value	F Square	P Value	
Direct Effect								
H 1	KM->JS	0.172	0.173	0.40	4.124	0.326	0.000	Supported

H 2	KM->OC	0.313	0.324	0.53	3.414	0.431	0.000	Supported
H 3	OC->JS	0.645	0.647	0.25	24.066	0.864	0.000	Supported
	Indirect Effect							
H 4	KM->OC- >JS	0.129	0.135	0.34	3.453		0.000	Supported

According to (Hair et al., 2014), a cross-validation redundancy metric was also used to determine the predictive relevance (Q^2) of the research model. Table 3 displays the appropriate estimations significance of the direct effect model because the endogenous latent variable's value of Q^2 is greater than zero (job satisfaction), and because the indirect effect of knowledge management on organisational commitment is also greater than zero ($Q^2=0.285$), the model can be deemed to have acceptable predictive relevance (Henseler & Ringle, 2015). The predictions H1, H2, and H3 are confirmed; knowledge management has a direct impact on work satisfaction ($\beta=0.172$), organisational commitment ($\beta=0.313$), and job satisfaction ($\beta=0.645$) respectively. The findings indicate that each of them has a strong and favourable relationship. The table also indicates that the correlation between organisational commitment and work satisfaction was 0.431, knowledge management and job satisfaction was 0.326, and knowledge management and organisational commitment was 0.864). As a consequence, these external constructs have modest and substantial impacts on the endogenous construct, respectively. We assumed that that organisational commitment would mediate knowledge management- job satisfaction association, which came out significant. As demonstrated in Table 4, there is a positive and statistically significant indirect impact of knowledge management on work satisfaction, although it is less powerful than the direct effect. Though if the indirect association is strong and positive but the indirect impact is less than the direct effect, this suggests that it only partly mediates the relationship, which is why hypothesis 4 is supported.

5. Discussion

Knowledgeable managers in the company believe that by assisting their staff with different tasks, they may alter the progress by having those staff members take on more responsibility and become more devoted to and happy with their work (Epaminonda et al., 2020). The main goal of this research was to determine if competent employers increase employee satisfaction and commitment to the company. As a consequence, new study demonstrates that knowledge management plays a constructive role in work satisfaction and that organisational commitment has a mediating impact that increases employees' job satisfaction with the company. The findings imply that knowledge management is highly valued for improving organisational performance and staff retention via increased work satisfaction and organisational commitment. Knowledge management is largely focused with assisting staff members in decision-making and delegating responsibility for a job or circumstance at work (Chaithanapat & Rakthin, 2021). Workers are given decision-making power

by managers so they may take initiative and responsibility. Employees who use their authority to make critical choices believe that management has faith in them, which strengthens their loyalty to the company and results in contented workers (Dewi et al., 2021). Previously, it was found that while management is ready to help workers, sometimes, employees feel nervous because they worry that higher authorities may meddle in their problems and undermine their authority at work. The results of this include a poor degree of dedication and work satisfaction (Kucharska & Bedford, 2019). The results also indicate that the link between knowledge management and work satisfaction is mediated by organisational commitment. As a consequence, employee dedication to the company and work happiness are the main factors that determine how successful knowledge management is (Najeeb et al., 2018).

5.1. Limitation and future direction

Our study is prone to certain limitations. In a similar vein, the present research has several restrictions that came up throughout this examination. Additionally, the data were exclusively collected from public hospitals in Pakistan, limiting their capacity to be generalised to a wider context owing to variations in organisational culture in those particular locations. Increase the study's scope once more by concentrating on other work environments including public and private sector banks, hotels, and the tourist industry. Future research on knowledge management may also make use of other traits including self-efficacy and individual level. The impact of employee counselling and training on organisational commitment should also be evaluated.

5.2. Conclusion

In conclusion, the research discovered that Pakistan's public hospitals had high levels of organisational commitment. Through knowledge management, it is essential to raise employee happiness in these firms. Knowledge management has a big impact on job happiness. Work satisfaction is directly influenced by organisational commitment, which also mediates the link between knowledge management and job satisfaction. Additionally, it has been shown that knowledge management increases organisational commitment. To create a dependable and dedicated workforce that will ultimately boost company performance and employee happiness, knowledge management has to get more focus. The research's conclusions might be useful to academics as well. The study's findings have consequences for both academics and professionals in the sector.

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