

The Effect of Knowledge Management on Employee's Job Satisfaction

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Received: 01 May 2021;

Received in revised form:

29 May 2021;

Accepted: 10 Jun 2021;

Available online: 19 Jun 2021

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Keywords— Knowledge Management,
Sharing of Knowledge, Creation of
Knowledge, Acquisition of Knowledge,
Retention of Knowledge, Job Satisfaction.

Abstract— Knowledge management (KM) is considered as a vital component in constructing a viable advantage in a corporation. According to the earlier studies, Knowledge Management implementation in Ghana is comparatively overlooked. Most societies in Ghana remain uncertain whether the assured routine enhancement through the execution of Knowledge Management practices is simply experiencing declination. Hence, the paper targets to satisfy this necessity by evolving the theoretical structure. The theoretical structure within the research is written by the method of adapts and adopts from the earlier studies. The Knowledge Management practices which will be deliberated during this research work are the creation of knowledge and retention of knowledge, acquisition of knowledge, and sharing of knowledge. It layouts the theoretical structure for the study and know the factors which will impact task satisfaction in an organization. The hypothetical design area will clarify the itemized reasonable structure utilized in this study which comprises of four independent variables, acquisition of knowledge, sharing of knowledge, creation of knowledge and retention of knowledge and one dependent variable which is job satisfaction. Again, the review will cover the effect of practices of knowledge management on the job satisfaction of employees. The paper closes with suggestions on additional exploration that ought to be assigned in order to support the comprehension of the ideas and consequently the impact of Knowledge Management on the job satisfaction of employees.

I. INTRODUCTION

As identified by Alavi et al. (2001), in an exceedingly period where knowledge is increasingly observed as a society's greatest vital wealth, several societies have realized knowledge management with a cessation aim to pile, seizure and allocate knowledge everywhere in the association. Kianto et al. (2016), suggested that the management of knowledge has been the foremost portion of building, giving, supporting and empowering rational learning situations within an organization, to inspire and permit skillful people to develop and allocate their understanding and make new knowledge.

Davenport et al. (1998) explained knowledge as an information combined by means of reflection, locating, clarification and understanding. It is a high-esteem form of data that is equipped to be used for choices and activities. Organizations must see correctly which information will give them a favorable position. Wenger et al. (2002) stated contend that it is information or the know-how which can give the association a resourceful and focused edge. Information has become the means of its accomplishment. It is essentially substantial as an advantage, making it unbearable to be missing to shot (Wenger et al., 2002). Assuming the meaning of information and its understanding, many societies are challenged with problems of handling themselves in view of the requirements of the training-driven economy. The

purpose of knowledge management could be a humming subject today in many organizations, scholarly establishments, and different parts of the economy. Learning has been seen to possess a critical part among the standard assets of land, work, and capital in making and supporting monetary esteem.

According to Wiig et al. (1997), a critical study conducted has been focused on the former era in evaluating knowledge and the way it was effectively managed. It has been acknowledged as essential elements specifically, scholarly capital (human), culture and procedure in knowledge management. The discerning of the review is to show a theoretical casing work model to boost learning administration rehearses through compelling reconciliation of those factors and effective use of knowledge assets. It'll focus on the integrative influence of techniques, academic assets (human), values and methods on the management of knowledge.

1.1. An Overview of Knowledge Management

The dispatch of the notion of Knowledge Management (KM) is often followed from the foremost recent period of the 20th century, when it started and faddish within the business domain. The business domain perceived the groundbreaking of knowledge within the global economy of the knowledge age. Within the innovative knowledge economy, the care of critical and strategic knowledge and its relentless recovery enable the corporate part to addendum-focused benefits. The uses of information management have gotten diverse sections, including Colleges, Governmental entities, Research and Development zone and many more. (Lee, 2005)

Pruzinsky et al. (2017) pointed out that knowledge management can be the way to develop and empower educated people to use and allocate their vision and produce innovative information. Pruzinsky et al. (2017) analyzed if the way knowledge management practices will be utilized to market worker job satisfaction in an organization. They again recommend that knowledge management will help endure the satisfaction of the job and boost great managerial performance.

Knowledge Management (KM) could be a gathering of processes that characterize the formation, dispersion, and practice of knowledge within a company (Newman, 1991). As indicated by IFLA, KM is a technique of creating (making, taking), pushing away (shielding, positioning, organizing), distribution (teaching), administer (implementing), and reprocessing (transforming) certified knowledge to allow a corporation to achieve its purposes and endpoint. It includes the administration of explicit knowledge, thus knowledge that has been categorized as pages, reports, databanks, and

many others and the allocation of disguised knowledge thus abilities, mastery, and knowledge (Ajiferuke, 2003). With some organizations, explicit knowledge has been formed an inmost association, for instance, records of meetings, proposals, reminders instructions, reports, or attained from unnecessary sources, including catalogs, files, government data, and journal articles. On the other side, tacit knowledge, surrounded by the intelligence of employees having in-depth knowledge of strategies and controls, labor schemes, and many others (Wijetunge, 2002). Tacit and explicit knowledge are both the utmost vital wellsprings of knowledge of a company, the controlling of the company that must be finished with most extreme carefulness which should be the main criticism of a company (Ajiferuke, 2003).

1.2. Knowledge Management in Ghana

Javed et al. (2012) supported the earlier studies that show when people are pleased with the kind of occupation, they're ready to execute their work conventionally which makes them extra creative and inventive. Pruzinsky et al. (2017) outlined that there haven't been many studies on management of knowledge and satisfaction of job toward organizations. Therefore, the researcher planned to review comprehensively about job satisfaction once they are practicing knowledge management as their work task. As shown by Tsai (2001), worker performance may be raised higher if advanced fragments have central scheme positions which wish to access new learning established by several divisions inside a corporation. By exposed confirmation of knowledge, knowledge management exploitation and their specific influences on worker performance, networks are acknowledged by Knowledge Management and performance (Kalling, 2003).

Woods (2005) pointed out that the advancement and also the appreciation of the management in knowledge in Ghana are restricted to worldwide organizations and government agencies and foundations. Small scale initiatives are perceived as less on modifying management of knowledge within the societies. Knowledge Management practices within Ghana are always at the experimental phase in which real execution is truncated. Such comprises of some high-rank groups regarded as extremely knowledge-designed corporations (Norzanahet al. 2006)

II. LITERATURE REVIEW

2.1. Perception of Management of knowledge

The theme for this research is the Impact of Knowledge Management on Job Satisfaction of employees.

Considering the relevance of the topic, the scholar has to consider and examine how the practices of knowledge management can impact the satisfaction of employees. Knowledge Management is an organization's capability to collect, pile, allocate and relate to data with a particular final goal to promote its endurance and attainment.

In line with Moffet and Hinds (2010), the efficiency of practices of knowledge management set free representatives. Knowledge workers have compliance and elasticity to control their labor per their own specific vision, know-how and action. They bolster each different and additionally by data and knowledge, which resultantly benefits both themselves and also the organization. With the advancement within the business field and prospering rivalry, organizations are relying upon its bookkeeping esteem likewise the commitment of its knowledge (Lin and Tseng, 2005).

In line with Syed et al. (2004), most specialists emphatically recommend the choice and execution of Knowledge Management practices as principal in constructing the associations favorable position, for instance, capturing and sharing best practices viably overseeing client connections and conveying aggressive insight. Notwithstanding the accumulation on the positive consequence of Knowledge Management, several researchers in Ghana (example: EPU, 2004; Rahman, 2004; Toh et al., 2003) explained that Knowledge Management was still mostly within the Ghanaian setting. By and huge, organizations that had high information power, for instance, electrical/hardware, concoction/compost, and administrations showed more elevated amount of KM practices contrasted with organizations with lower learning force (e.g. material, elastic items, metallic items, nutrition preparing, agricultural items, plastic and many more) (EPU, 2004; Toh et al., 2003). By and by, regardless of the anomaly among industry areas, Ghanaian organizations were all remaining behind their distant partners from motivating markets (EPU, 2004). Rahman (2004) overviewed 303 training and government agencies established that only 46 percent thus 139 organizations had constructed recognized activities of Knowledge Management. Irritatingly, just a bit of the 46 percent has actually started the practice thus (32 organization) and observing (18 organizations). However, there was a greater part of the associations still within the primary stages of studying, scrutinizing, preparing or setting, spending and planning. The slow implementation is not on the grounds that organizations did not realize KM. Rather, maximum of Ghanaian societies were accepting the 'sit back and watch' method regarding the implementation of

Knowledge Management schemes within their organizations (Woods, 2005) as they could not realize the possible benefits of Knowledge Management. The absence of expository validation of the connection among the practices of knowledge management and satisfaction of job powers the unwillingness among societies to understand KM. More or fewer scholars who got pragmatic provision utilizing the correlated investigation strategy. (Zaim, Tatoglu, and Zaim, 2007) underlined that albeit positive connections were found among KM practices and KM execution, the discoveries could not be summed up to a more extensive populace. Henceforth, this exploration expects to fill this hole by giving exact approval to make sure there is a connection between these components for many organizations particularly for information-based firms. Knowing so would encourage the reception of suitable KM practices to encounter expanded competitive advantage.

2.2. Knowledge Management Practices

KM alludes to distinguishing and utilizing the combined information in a company to supply assistance to the organization (von Krogh, 1998). In line with Lee et al. (2003), KM supposedly consists of knowledge processes like knowledge creation, acquisition, sharing, transfer and application.

Nonaka et al. (1995) stated isolated KM process into knowledge storage, transfer and creation. Practices of knowledge management have been proposed by Demarest (1997) and Pruzinsky et al. (2017) as knowledge acquisition, sharing, creation, codification, and retention.

2.2.1. Acquisition of Knowledge

Conferring to Zahra et al. (2002) acquisition of knowledge remains for definitive practices for the collection of information from extra-organizational sources. Outside systems and collaborative courses of action are pivotal sources of information for an expansive extend of organization. Clients outline an awfully basic gathering from which information ought to be picked up in case the organization succeeds. For occasion, the client input frameworks, information handling, trade insights, and collaboration with accomplices and research institutions are ordinary of exceedingly created Knowledge acquisition practices.

Acquisition of Knowledge could be a constant and dynamic manner. Acquisition of Knowledge contains the power to plan exceptional thoughts, bits of information, arrangements and associate it inside the association (Bhatt, 2001; Bose, 2004; Tiwana, 2003).

2.2.2. Sharing of Knowledge

As indicated by King (2007), conjointly found that sharing or dispersal of data is one of the indispensable components of data management practices. It chooses the progression to that delegates can grant their contemplations and beneficial data to managers and partners for accomplishing their assignments and up yield. On the alternative hand, it is used to address the system used by workers for chase or corporate greed data inside shifted divisions and individuals from the affiliation (Becerra-Fernandez and Sabherwal, 2014).

Upheld by Awad et al. (2007), Information management is the technique that associations aggregate, make, and give partner degreed use data in a very suitable way for achieving explicit targets. It is essentially a multidisciplinary technique similar to different instruments and strategies. The human issue is one of the fundamental elements to be considered because it relies on points of staff to impart data to others.

As indicated by Trivellas et al. (2015) upheld the past investigations that, while no responsibility from staff, the association cannot keep up flourishing the practices of management of knowledge if the staff does not share data with each other. This study conjointly has been supported by King (2007) however, a few investigations have distinguished the piece of construction culture and design in data sharing, and they need to look out its outcome on worker's work fulfillment.

2.2.3. Creation of Knowledge

Creation of Knowledge is the association's ability to develop new and valuable arrangement and game plans with pertinence totally various segments of design exercises, from innovative cycles, item and body practices. The creation of knowledge is made once an organization and its kin learn and improve the ability or data. In accordance with Scharmer (2001), information creation associations sort out for progression of laborer potential and self-ascending higher than information to foster profoundly new encounters, advance turn of events and insightful improvement inside the smallest degree levels of the association.

2.2.4. Retention of Knowledge

Kianto et al. (2016) simply characterize knowledge retention as partner degree exercises identified with directing worker turnover and conjointly the associated loss of talented data that allude to a key association quality. Proficient information is normally lost once staff leaves the association for reasons unknown. As people born after World War II polish off, pulling in and keeping up the viable premier staff can grow significantly

and extra pressure challenge in regards to information retention. (Kianto, 2016)

2.3. Job Satisfaction

Spector (1994) announced, job satisfaction is generally addressed as what some people like (satisfaction) or abhorrence (dismay) in their occupations. Occupation fulfillment will raise mental accomplishment at work (Robbins et al., 2003). In accordance with Shaikh et al. (2012), job satisfaction suggests the state inside that staffs show pride from their work or the reformist and fervor condition of the specialist when investigating their occupation and execution.

As indicated by Fritzsche and Parrish (2005), the significance of job satisfaction changes from the feelings a laborer has with respect to their occupation. Per John Locke expressed work fulfillment has similarly been described as "a piece of the evident relationship between what one longing from one's business and what one considers it to be promoting" and to the reason that a worker feels oppositely towards their occupation (Locke, 1976). The term work is near the view of specialist fulfillment. As pronounced by Grant et al. (2007), specialist fulfillment is the overall idea of a laborer's inclusion and managing at work. The definition joins three estimations of fulfillment: mental, physical and social. The consequence of helpless fulfillment is reflected in under-execution, delinquency, presentism, depleted leave and turnover (Baptiste, 2008)

Supported by Vroom (1964) the satisfaction of a job likewise identifies with the exchange of inspiration, where the source of job satisfaction is often associated with social thus having an area, confidence and self-actualization.

2.4. Knowledge Management in Organization

Much the same as the expression "knowledge," the expression "Knowledge Management" (KM) is moreover hard to characterize. Truly, the setting within which KM is used and the varieties of issues it has utilized to understand ultimately decide its proper definition for any organization. What is essential, in any case, is that most of those definitions center on the KM to boost methods for working together and making esteem. Despite the actual fact that KM has gotten an awful name during a few circles because of the fizzled cases of experts out to make a fast dollar, KM is actually digging in for the long-term. Spiegler (2000), tending to the problem of whether or not knowledge Management is "another thought" or "reused plan," established that knowledge Management is largely another thought separated and isolated from knowledge frameworks, alternative showing emotion adjunct networks, and management of knowledge overdue

to the distinctiveness “knowledge” element. The significance of knowledge has been supposed all through the past. Sir Francis Bacon wrote in 1597, stating that “Knowledge is power.” a lot of as of late, associations have begun to travel up against a comparable read perceiving that information, rather than data is the foremost deliberately noteworthy authoritative quality (Drucker, 1993; Earl, 2001; Nidumolu et al., 2001; Zack, 1999) conjointly the means to future association accomplishment, superiority (Korn/Ferry, 2000; KPMG, 2000) and development (Amidon, 1997; KPMG, 2000).

In line with Becerra-Fernandez (2001), there is broadly conviction that the wealthiest asset of today's organization is that the learning living independently and by and huge among workers mirrors the importance of procedures for advancing the creation, sharing, and utilizing of learning. Fahey and Prusak (1998) stated that notwithstanding the developing significance of information and learning forms, it had been perceived that organizations do not oversee either exceptionally well. They endeavor to focus on and better oversee learning and knowledge forms has prompted the advancement of the thought and routine with regards to KM.

2.5. Knowledge Management and Satisfaction of Job.

Bimpitsos and Petridou (2012) explicit that organizations add a website represented as weakness, shoddiness and alter which motivate the presence of varied hitches. This circumstance integrates several parts which extend the economic process, fast automated modification, which conjointly advances the demand for competent workers and increased progress (Vanhala and Stavrou, 2013).

Savaneviciene and Stakeviciute (2011) expressed that the strong point of a society to undertake and quest for resources as its transfer inside selected finish objective to realize a positive position.

As stated by Glisson et al. (1998), conditions aimed at primed satisfaction of job are wide premeditated, and conjointly approved past history embody, role uncertainty, work style, and ability selection. However, problems of Knowledge Management have not however been enclosed between many factors of job satisfaction that are examined. Universally, it appears that click collected works have solely seldom self-addressed in former researches.

As stated by Dominguez (2011), KM viewed as basic element adding to an organization's satisfaction. Supported by Othman (2009), utilizing KM in a very vital way is required to beat the distinctive difficulties

organizations confront. In this way, viably handling these assets is significant to any or all association (Juhdi et al., 2011). In line with Ortega-Parra and Sastre-Castillo (2013), managing KM corporation requires the use of varied practices that assume an enormous part in helping organizations make and manage the performance they require as they impact the states of mind and practices of employees (Lew, 2011). Supported by Yew (2013), societies express to make up a presented force (Yew, 2013) and result the foremost model technique to embrace their workers from revenue (Riveros and Tsai, 2011). As declared by Tiwari and Saxena (2012), a group's behavior is also improved in such regions as employee duty, experience, and adaptableness by managing the knowledge Management accessibility in this organization. Additionally, it has accounted for that few km practices which will influence worker responsibility and inspiration that incorporate enrollment and choice, making ready and improvement, performance analysis, cooperation, and remuneration and reward (Fong et al. 2011). As declared by Fong et al. (2011), data subsist inside the psyches of workers but that data is also effectively lost if workers opt to leave the organization. As a result of that reason organizations look to spice up the (KM) procedures of securing, appropriation, appreciative, and stratified retention (Jimenez-Jimenez and Sanz-Valle, 2013). The explanation for this research is to review the link among KM and satisfaction of employee's job, stratified obligation from a particular viewpoint and their organization with knowledge management, on the former side. In order to accomplish this reason, the principal examines the hypothetic foundation, inquire concerning the system, and examine model and theories.

2.6. Theoretical framework and hypothesis

The abstract framework used for the paper is delineated by the method of adapts and adopts from earlier readings and literature. The practices of knowledge management that have been tailored as independent variables are acquisition of knowledge, sharing of knowledge, creation of knowledge and retention of knowledge, whereas for dependent variable is employee's job satisfaction being an indicator. The definition of each variable may be found during this section aboard the variable explanation and relative with different studies. During this research work, the link between the independent variables and dependent variable are surveyed and theories are planned during this segment.

2.6.1. Acquisition of knowledge and job satisfaction

Acquisition of Knowledge includes the capability to plan original thoughts, bits of information and provisions and incorporate them among the organizations (Tiwana, 2003).

Based on a study from Jayasingam et al. (2014), the study used the knowledge Management scale established by Darroch (2003) to measure knowledge Management practices utilized inside organizations studied. This scale consists of acquisition of knowledge. In line with Jayasingam et al. (2014) as knowledge Management outcome is tough to measure, this study centers on the presentation of knowledge Management projects as perceived by people who expertise the implications of knowledge Management projects instead of adopting objective measures.

According to Bose (2004), knowledge Management projects are in progress and continuous projects, measures of performance of knowledge Management projects should be determined as factors of the organization's expansion or improvement. Hence, the level of expansion is utilized as performance measuring instead of the level of accomplishment.

Then the researcher argues the finding between acquisition of knowledge and employee's job satisfaction and so projected for the subsequent hypothesis

- Hypothesis 1: there is a vital connection between Acquisition of knowledge and Job Satisfaction

2.6.2. Sharing of Knowledge and Satisfaction of Job

Sharing of knowledge is the discussion of information between individuals, amongst teams, structure units, and organizations. (Nonaka and Takeuchi, 1995). Based on the finding from Saeed (2016), the link between the satisfaction of job and sharing of knowledge is very correlative with a worth of 0.934. In line with the findings, Saeed (2016) urged that the higher the sharing of knowledge, the upper will be worker performance. Once workers are inspired to segment knowledge with different workers, they acquire additional chances to advance new concepts, explore information and donate meritoriously in achieving organization's purposes. This is often additionally manifest by this study's conclusions that workers request to share knowledge with others getting to build vital enhancement in their job performance. This results in line with Trivellas et al. (2015), who additionally explored the positive association between sharing of knowledge and job satisfaction.

Then the researcher argues the finding between sharing of knowledge and employee's job satisfaction and so projected for the subsequent hypothesis

- Hypothesis 2: there is a vital connection between Sharing of knowledge and Job Satisfaction

2.6.3. Creation of Knowledge and Job Satisfaction

The creation of Knowledge confers with the organization's ability to develop new and valuable thoughts and resolutions with regard to totally different components of organizational activities, from things and technology methods to management practices (Nonaka, 1991, Kianto and Andreeva, 2011).

According to the study from Prunzinsky et al. (2016), the creation of knowledge is not an element that has an effect on job satisfaction which can be attributed to the setting of the study. It has attainable sort of labor allotted during this municipal organization needs neither acquisition of knowledge (mainly from sources or associates outside the organization) nor the design of the new knowledge. These activities are not inspired by either support within the organization and thus need no result on job satisfaction.

Then the researcher argues the finding between the creation of knowledge and employee's job satisfaction and so projected for the subsequent hypothesis

- Hypothesis 3: there is a vital connection between the creation of knowledge and Job Satisfaction

2.6.4. The Link between Retention of knowledge and Job Satisfaction

Retention of Knowledge denotes the actions connected to handling personnel revenue and also the connected loss of skillful knowledge, an important strategic resource. (Kianto, 2016).

Retention of Knowledge was the key knowledge Management method for this cluster, which means that knowledge continuity and preservation are necessary for guaranteeing their work satisfaction. This is often to be expected because the tactical piloting of a company needs an intensive and profound understanding of its history to make path-dependent means. It is once more vital for this mass to hold peripheral services and also the established and legislative atmosphere during the operations of the organization.

Based on a study by Kianto et al. (2016), the remaining knowledge retention and also relations with job satisfaction. Precisely, outcomes show that intra-organizational allotment of information is that a very important knowledge Management method, encouraging the satisfaction of job for several worker teams.

Then the researcher argues that the finding between retention of knowledge and employee's job satisfaction and so projected for the subsequent hypothesis

- Hypothesis 4: there is a vital connection between Retention of knowledge and Job Satisfaction.

III. CONCLUSION

In the sum up, this abstract paper offers a comprehension on knowledge management and job satisfaction. The literature from past studies is looked into visible of research papers and abstract papers written by scholars and researchers within this field. Each variable utilized as a part of this study has been analyzed. This study investigated additional guaranteeing the ultimate aim to allow higher explanation and conception regarding the impact of knowledge management on job satisfaction of employees from totally different former reviews. A theoretical review audit is additionally done to review the elements that will be incorporated into this study that covers the knowledge management practices and additionally job satisfaction. Insight of the reading, employee's satisfaction may be shown by measurement of the work satisfaction of an individual through knowledge Management practices. Utilizing the concept of adopts and adapts, an abstract framework is suggested because is the model to steer this study. Additional research ought to be conducted so as to reinforce the understanding of ideas and also result of knowledge Management on employee's job satisfaction.

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