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The Impacts of Knowledge Management Practices on Employees' Job Satisfaction

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Abstract
Knowledge Management practices in this present knowledge era has found such related to environmental working condition which can enhance the employees' job satisfaction. This paper was embarked with the purpose to identify the relationship between knowledge management practices and job satisfaction among employees. This study was carried out among employees of one academic Library in prominent higher learning institution in Malaysia. The data are collected through a survey by using questionnaire and online survey which has been distributed among 100 employees. Regression analysis was run by using SPSS in order to examine and test the relationship between the variables. Based on the findings, among four knowledge management practices, knowledge sharing was found to be more influential to job satisfaction of the employees.
Keywords: Knowledge Management Practices, Job Satisfaction, Information Management

Introduction

Job satisfaction is very general subject as it may differ and depend on to the individual to justify it due to their expectation of their jobs. It can be exaggerated by the individual capability to complete their tasks, the ways' they communicate and the ways management treats their employees'. As stated by Togia et al., (2004) many works of literature had demonstrated factors that affect employees' job satisfaction including employees' salary, promotion, working environment etc. In addition, from the previous studies found the reasons employees' dissatisfied with their working place due to lack of communication which related to knowledge sharing, when they are discouraged to participate in knowledge management practices in the organization. Therefore, it affected the organizational and employees' performance when employees' dissatisfied with their working environment. Moreover, associations in the business environment have observed importance development of knowledge management can improved or enhance the organizational productivity. From the studies found most literature has established this practices in business organizations but hardly found in the library environment. To this period, the studies on knowledge management practices linked with employees' job

satisfaction in the library are still rarely been found. To bond this gap in the literature, this study aims to deliver the implication of knowledge management practices on employees' job satisfaction in library environment and the most influential knowledge management practices to the employees' in university library.

Literature Review

Knowledge Management Practices

There are several definitions of knowledge management practices in libraries that relate to this study. Tandale et al., (2011) define knowledge management practices as a procedure for creating value and an intangible asset to the organization either from internal or external. This knowledge management practices are related to how that knowledge is created, capture, combine, coordinate, retrieve, secure and distribute for the user and enhance the organizational learning performance. Like Skyrme and Amidon (1997) argued knowledge management is the practices of creating, capturing, sharing and use the knowledge to improve the organizational learning and performance.

White (2004) also define knowledge management as a process that comprises in creating the knowledge, storing the knowledge, knowledge sharing and for the organization to achieve their target, goals, and objectives they need to reprocess the organization knowledge. Knowledge management also found that it discrete with Information Management which librarianship includes the knowledge creation, sharing of the knowledge and interaction between individual tacit and explicit knowledge and the combination of that knowledge (Sarrafzadeh, Hazeri, & Martin, 2006).

Knowledge Creation

From the context of academic libraries, knowledge can be created by considerate on what user needs and it necessarily parallel with university's curriculum. As stated by Nonaka (2008), knowledge creation is the ability of the association to create and develop new ideas and solutions that relate with certain activities in organizational that came from the product, process (involve with technology) and managerial practices. To sustain the organizational performance one of the most important factors is creating knowledge (Eisenhardt & Martin, 2000) that used to the organization. Where, this knowledge develop employees' understand and learn new things and also supporting the innovation to the organization (Otto Scharmer, 2001). Knowledge creation as indicated by the Nonaka's (Socialization, Externalization, Combination, Internalization) demonstrate on the continuous of transfer of knowledge and conversion of a different kind of learning and knowledge through training, collaboration with others organization and various activities related to sharing of knowledge. Moreover, all these activities help to develop new ideas and innovation and advancement to the organization.

Knowledge Retention

Knowledge retention is well-defined as the sign of strategic resource to reduce and manage the issue of employees' turnover with their knowledge loss. The knowledge expects can be lost once they leave the organization if the association did not take any action to capture it. It became more challenges for an organization to maintain the best employees' once they leave the organization and this related to knowledge retention. The organization needs to constantly

monitor the knowledge as for the success of knowledge retention practices. Furthermore, to capture and retain employees' knowledge is significant to an organization as to prevent from useless and loss that knowledge. Besides, De Long and Davenport (2003) claimed the organization needs to think the best strategic techniques in transferring the precious knowledge, for instance, develop the system to capture and retain that knowledge, and that system also can be used as the platform for sharing activities and future use. Besides, Lesser and Prusak (2001) argued that 'when employees walk out the door, they will bring together their treasured organizational knowledge with them' so libraries need to concentrate on the future and build up strategies for how and what skills that their employee's require so that it can be used later.

Knowledge Acquisition

As stated by Darroch (2005) knowledge acquisition aims to collect the information sources from extra-organizational which stand for organizational practices. Besides that, knowledge acquisition also known as the beginning stage of knowledge management in the libraries. The key sources of this practice are the collaboration and arrangement of the external network for all natures in the organization. Besides, for the success of the organization, the customer knowledge is important to be collected and interpret it for organization improvement. For example, an organization had developed a system for their customer to give their feedback, also used it as for data mining and collaborate with the various partner with the same field and used for the institution for further research are several features in developing the knowledge acquisition practices. Moreover, knowledge acquisition is the initial process of knowledge management in libraries and this scope of component (knowledge acquisition) can be enlarged by using the application of Information Technologies (IT), can increase the speed of acquiring of knowledge and reduce the cost of knowledge acquisition. Wang (2010) argued that by constructing knowledge network in libraries ease the transfer and shared knowledge between them.

Knowledge Sharing

As stated by Bock and Kim (2002) in their study, when develops the knowledge management in the organization the most important practices in to be developed is knowledge sharing, this due to it enable the changes of the market and competitive advantages where the organization can know the information of their competitor's. Knowledge sharing as define by Ismail and Yusof (2009) can act as where that knowledge can be used by the others. Dawson (2000) stated the most benefits when the workers shared their knowledge, it can be transferred and be an important asset and resources to the association. In addition, from previous study had mentioned this practice is the process where an individual or the employees' can interchange their ideas or knowledge either from tacit to explicit and create new knowledge (Ismail and Yusof, 2009). Besides, Alamahamid, McAdam, and Kalaldeh (2010) claimed, the individual learning commitment and personal flexibility are the impact produce from the knowledge sharing. Where all these impacts played an important role in improving the individual competencies, hence it will lead to the satisfaction of employees' job. For instance, individual competencies provided the precious asset to the organization and to the individual itself and this effective practice can give chance to employees' in generating new ideas, share it and learn ways to control that knowledge. Another example, in the library, knowledge sharing practices is basically transferred from

librarian's know-how so it can be used in more effectively way. This activity is gained from internal and external experiences of the employees. This activity usually applied during staff meetings, workshops, seminars, and the community of practices and during a board meeting. In many academic libraries's knowledge sharing usually happed in informal ways like the conversation between employees and from the participation of communities of practice. Besides, Jantz (2001) claimed in most libraries there are no organized or efficient rules or approach to follow when sharing the knowledge and this knowledge is available to others to use it. In addition, the academic libraries need to prepare themselves with their know-how so that it can be used and sharing it with others.

Job Satisfaction

Job satisfaction is the key concept that can disturb the market labour behaviour as it has an excessive impact on job-related performance, for instance, work effort, employees' productivity, rates of turnover, employees' absenteeism and employee's relations. Salama and Courtney (2013) argued that different professions have different challenges and stresses that need to face which this will impact their job satisfaction. According to Locke (1969) job satisfaction can well-defined as the individual expectation towards their job and the final products that come out after they completed the task or job. Inboard view, this can be considered as employees attitudes towards his or her jobs. Oshagbemi (2000) also argued the worker emotional response expression also influence to their job satisfaction.

In line with Gibson et al., (1997) they argued that the satisfaction of worker are determined by several factors like the dissemination of wages, worker interest level towards their job, the possibility or chance to improve their learn while conducting their works and the possibility to be promoted and the managers approach towards their employees' and workplace. Moreover, Okpara (2006) in his study found employees' job satisfaction is linked to the characteristics display by the employees'. Rad and Yarmohammadian (2006) also claimed the leadership plays an important role in satisfied the employees'. From abovementioned, it can be concluded that environmental factors and personal factors can be the biggest influence on employees' job satisfaction. As for example, in relation to job satisfaction of librarians, Karim (2008) had observed that among male and female librarian from various division and units have the different experience in dealing with their satisfaction towards their job in the library.

Relationship between Knowledge Management Practices and Job Satisfaction

In the literature review section, several previous studies had been discovered on the relationship between knowledge management practices and employees' job satisfaction. Various frameworks have shown the impact of knowledge management practices to employees' job satisfaction (Bektas and Soylu, 2008; Kianto et al., 2016; Singh and Sharma, 2011; Abdullateef, Muktar,Yusoff and Ahmad, 2014 and Alamahamid et al., 2010). These studies have employed quantitative methodology with various types of sampling techniques. For instance, a case study conducted in employees work in electric wire and cable group at Taiwan where their aim of research is to investigate the relationship of knowledge management and employees' job satisfaction found that there is a positive relationship between knowledge management and job satisfaction (Lee and Chang, 2007). Besides, a study regarding the impact of knowledge sharing to job satisfaction

with the 160 employees in Jordan as their sample also demonstrated that knowledge sharing practices give significant impact to job satisfaction of employees (Alamahamid et al., 2010).
In addition, a research conducted at industries of Indian telecommunication also has demonstrated that employees' job satisfaction and knowledge management are positively related (Singh and Sharma, 2011). Contrarily, result from the finding study of Koseoglu et al. (2010) was found they failed in finding the relationship and connection of Knowledge Management with employees' job satisfaction (Koseoglu et al., 2010). In summary, it can be indicated that the evidence from the existing research on the relationship of Knowledge Management and job satisfaction is inadequate.
On the other hand, Knowledge Management processes had created such appropriate structures in the working environment that will resulting from an enhancement of job satisfaction of the employees' and increase of job performance (Morgeson and Humphrey, 2006). Knowledge Management practices developed in an organization also help employees in creating environment of knowledge-intensive that has been established in giving understanding to the benefit of sharing their knowledge (Mohrman et al., 2002). To summarize, the knowledge acquisition also improvises employees' job satisfaction as it can lead to an improvement of the effectiveness and efficiency on carrying out the giving task due to the new knowledge that had been acquired and shared. Meanwhile, based on recognizing the values of expert that individual it increases the sense of appreciation and recognition of the employees with that related with knowledge retention.

To summarize, it is suggested that when the employees experience and applied the Knowledge Management practices in their working environment, the employees will extra satisfied with their jobs and will happily do the task that been given. The theoretical framework (figure 1) is drawn from the adaptation from several previous studies. Where, the independent variable is knowledge creation, knowledge retention, knowledge acquisition and knowledge sharing, meanwhile the dependent variable is job satisfaction.

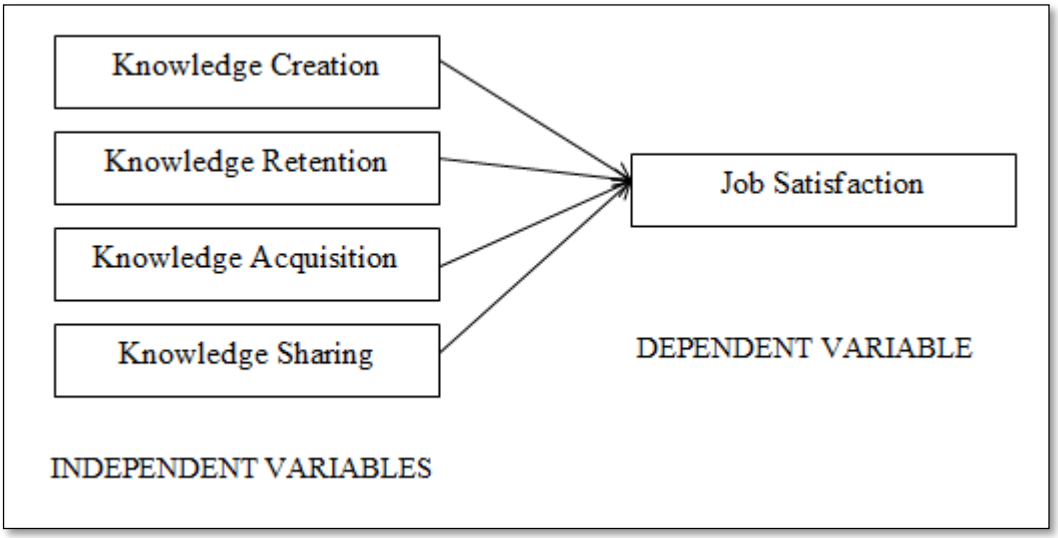

Figure 1: Theoretical Framework

The study will be conducted with the aim to investigate how knowledge creation, knowledge retention, knowledge acquisition and knowledge sharing give an impact on employees' job satisfaction in university library. This study will be tested with the following hypothesis:

- H1: Knowledge creation will be positively related to job satisfaction
- H2: Knowledge retention will be positively related to job satisfaction
- H3: Knowledge acquisition will be positively related to job satisfaction
- H4: Knowledge sharing will be positively related to job satisfaction
- H5: There is significant relationship between Knowledge Management practices and job satisfaction

Research Methodology

The study conducted using survey research methodology. Researchers use both ways in distributing questionnaire (electronically and physically) to the respondents. All variables that have been presented in the theoretical framework are measured in the questionnaire and the sources of the question were derived from the previous study as well as developed by the researchers originally based on the understanding of variables. This study applied closed-ended question where the respondents are given the option to choose an answer based on the Likert-type scale ad categorical scale (nominal/ordinal) used for section A and for section B and C respondents need to choose the range of their understanding and practices of knowledge management in their workplace and the job satisfaction. The total numbers of employees in this library are 100 peoples. Based on Raosoft sample size calculator, an online tool for sample calculation, the recommended sample size is 80 people, so the questionnaire will be distributed according to the amount that been suggested and for this study the online questionnaire also be use and it will be blast to the respondents.

Findings

Descriptive Statistics

Demographic Profiles

Table 1:
Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	30	36.6	36.6	36.6
Female	52	63.4	63.4	100.0
Total	82	100.0	100.0	

The table 1 above shows the total value of the demographic profile for Gender. The result shows that the male frequency is 30 employees which indicate for 36.6% while female frequency is 52 employees over 82 that indicate for 63.4%. So that the total gender of respondents is female is higher than male.

Table 2:
Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
21-29	31	37.8	37.8	37.8
30-39	39	47.6	47.6	85.4
40-49	6	7.3	7.3	92.7
Above 50	6	7.3	7.3	100.0
Total	82	100.0	100.0	

From the result above shows the age of the respondents for this research. 21-29 years show the 37.8% which is 31 employees and it shows that the highest percentage is 47.6% which is 39 employees that respond to the questionnaire is comes from the age 30-39 years and the lowest percentage of respondents from age 40-49 and above 50 which 7.3% which 6 employees only.

Table 3:
Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Chief Librarian	8	9.8	9.8	9.8
Head of Division	5	6.1	6.1	15.9
Senior Librarian	14	17.1	17.1	32.9
Librarian	13	15.9	15.9	48.8
Assistant Librarian	26	31.7	31.7	80.5
Others	16	19.5	19.5	100.0
Total	82	100.0	100.0	

From table 5 above displays that the position of the respondents that involved in this study. Based on the result, the position of chief librarian shows 9.8% which is 8 employees form that position and 6.1% from the position of head of division. Meanwhile, the position of senior librarian and librarian shows 17.1% and 15.9%. The highest frequency of position is assistant librarian which is 26 respondents (31.7%) followed by others (19.5%) which 16 employees from various positions (archive assistant, senior publication assistant, conservation assistant, assistant archival officer and operations and operation assistant).

Table 4:
Years of experience

Frequency	Percent	Valid Percent	Cumulative Percent
0-5	29	35.4	35.4
6-10	33	40.2	75.6
11-15	9	11.0	86.6
16-20	3	3.7	90.2
21 years and above	8	9.8	100.0
Total	82	100.0	

The table 6 above shows the years of experience of the respondents that involve in this study. For the 0-5 years of experience the frequency show 29 respondents which represent for 35.4%, for the 6-10 years of experience the respondents is 33 which is indicated for 40.2%. Then it shows 11% for 11-15 years of experience which indicated for 9 employees. For 16-20 years of experiences show frequency of 3 respondents which 3.7% and for 21 years and above years of experience indicated 9.8% which the total of frequency is 8 respondents.

Table 5 below shows the descriptive statistics of the research variables. The mean score of the independent variable (knowledge acquisition) shows the highest scored.
Table 5:
Descriptive Statistic of Research Variables

Variable	Mean	Std. Deviation	Variance
Job Satisfaction	3.9436	.59290	.352
Knowledge Creation	3.8512	.44423	.197
Knowledge Retention	3.9512	.56268	.317
Knowledge Acquisition	3.9927	.48630	.236
Knowledge Sharing	3.9415	.56261	.317

Inferential Statistics
The table 5 below displays the correlation between knowledge management practices (knowledge creation, knowledge retention, knowledge acquisition and knowledge sharing) and job satisfaction. The following correlations indicate that knowledge retention, knowledge acquisition and knowledge sharing have significant towards job satisfaction meanwhile knowledge creation has no significant towards job satisfaction.

Table 5:
Pearson Correlation between Knowledge Management Practices and Job Satisfaction

	Job Satisfaction	Knowledge Creation	Knowledge Retention	Knowledge Acquisition	Knowledge Sharing
Job Satisfaction	1	.138	.479**	.505**	.669**
Knowledge Creation	.138	1	.474**	.438**	.372**
Knowledge Retention	.479**	.474**	1	.623**	.794**
Knowledge Acquisition	.505**	.438**	.623**	1	.677**
Knowledge Sharing	.669**	.372**	.794**	.677**	1

**. Correlation is significant at the 0.01 level (2-tailed).

In order to predict the most significant predictor of knowledge management practices among the independent variables, the t value must t > 1.645. In this research, as represented in Table 6 (Coefficient) below, the most significant predictor in knowledge management is knowledge sharing with t value is 4.744 (t = 4.744, t > 1.645). Therefore, knowledge sharing is a significant predictor of knowledge management practices. Hence, it can be concluded that the knowledge sharing is the most significant predictor of knowledge management practices compare to other independent variables.

Table 6:
Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	1.434	.493		2.908	.005
ALL_KC	-.188	.128	-.141	-1.467	.147
ALL_KR	-.116	.152	-.110	-.768	.445
ALL_KA	.197	.143	.162	1.381	.171
ALL_KS	.737	.155	.700	4.744	.000

a. Dependent Variable: ALL_JS

Discussions

Knowledge Management Practices Towards Job Satisfaction

From the study and the result found from all four Knowledge Management practices examined in this study, there is one independent variable that had no significance to job satisfaction, which is knowledge creation. As a result, it seems that knowledge creation had no sign to employees' job satisfaction who works in this library besides others knowledge management practices (knowledge retention, knowledge acquisition and, knowledge sharing). This might be because of

the background of this study and it is possible due to the nature of the work that carried out in this organization where there is less support from management and there is no recognition or rewards when employees' create new ideas or innovation for the association.
Yet, the others remaining knowledge management activities (knowledge retention, knowledge acquisition and knowledge sharing) had significant to employees' job satisfaction. Precisely, the result point out knowledge sharing is the most significant predictor of knowledge management practices compare to other independent variables on job satisfaction of employees. For example, the knowledge sharing practices in the association had influence employees' commitment and satisfaction towards their jobs and also can speed up their learning either inside or outside the organization. This practice can cause the employees' to be more flexible and improve their work. In addition, knowledge acquisition also shows significant to the employees' job satisfaction. This is due to the enhancement of employees skills give advantages to them and increase their market value, where they can learn new knowledge either from the seminar, training that they join or anything related to the innovation where they can generate new ideas either inside or outside the association. They also are provided with ideas and guideline on how to that solve problems effectively. Further by the increasing of employees' job satisfaction that derived from the knowledge acquisition practices Further, the knowledge acquire from the practices such as training and mentoring are significant motivators for the increasing of employees' job satisfaction and also the development of the relationship between communities of practice also one of the reason employees' satisfied with their job environment.

Most Influential Knowledge Management Practices to Job Satisfaction

Based on the findings of this research that investigate on the knowledge management practices of employees of university library towards job satisfaction, the knowledge sharing found to be more influential among the respondents. Where it was found that knowledge sharing is reflected very well by the items used to measure it with a combined Cronbach's Alpha value of 0.836 which show these are consistent and reliable in measuring this factor.
From the data analysis that has been extracted, it is found that knowledge sharing contributed most significantly to job satisfaction. This can be proved by the descriptive statistics results where the mean for knowledge sharing are 3.94. Besides that, it is also can be proved by Pearson correlation where knowledge sharing ($r=0.669, p < 0.00$) compare to others independent variables. This result supported from the previous study, Al-Hosani (2011) which disputed by establishing the practice of sharing the knowledge and ensuring the learning process of employees' is ongoing will make the employees' to fast react and think new ways without panic when facing the problems and this can enhance employees job satisfaction. Besides, Cross and Cummings (2004) found from their study, knowledge sharing can be described as linkages that relate to individual performance and influence employees' work approaches such as job satisfaction. Also, enabling comfortable working environments that provide access to information and opportunity to learn from others and also provide enough resources and support for the management. Teh and Sun (2012) from their research had proved knowledge sharing behavior give positive impact to employees' job satisfaction. In addition, knowledge management is a viable means in which academic libraries could improve their services in the knowledge economy. This can be achieved through creating an organizational culture of sharing knowledge and expertise within the library. In addition, Probst et al., (2000) also pointed out this

practice should be distributed and share with an association, so that experience or information can be used wisely in the organization. Also, develop a platform by using Information Technology to capture and retain that knowledge so it can be used in the future.

The Relationship between Knowledge Management Practices and Job Satisfaction

This study has evidently shown that, among the four knowledge management practices, knowledge retention, knowledge acquisition and, knowledge sharing were found to be significantly related to job satisfaction. Based on the findings of this research that investigate on the employee's knowledge management practices to job satisfaction, the knowledge sharing was found to be dominant among the others variables and researcher also found that for this study knowledge creation give no significance to the employee's job satisfaction. From the results found that knowledge sharing practice in the library is about transferring the discrete of professional librarians' know-how to more effectively. Where, this practice basically from the employees' experiences that gained either from internal (during staffs or broad meeting, workshops, seminars and communities of practice) and from external of the association. It can enhance and provide a chance to employees' to generate the new ideas, innovation and share the knowledge with others. Moreover, knowledge acquisition also improves employees' job satisfaction due to it involves access to new knowledge and can improve their ability to carrying out the task given efficiently. From the results also show, it necessary to retain employees' knowledge in order to prevent it from lost after they leave the organization. For this library, they had developed their own techniques and platform to transfer the employees' knowledge and it can be accessed by anyone in this association. This supported the findings of the previous study by Haesli and Boxall (2005) from their research, where, one of the engineering organizations had developed their own knowledge retention strategies which from the result it found the staff turnover decrease and it enhances the employees' job satisfaction.

Conclusion

The conduct of this study has been to investigate the knowledge management practices among library employees' with their job satisfaction. In addition, it seeks to understand which components of knowledge management most influential to job satisfaction and the relationship of these practices to job satisfaction. Although the findings of the study have shown that three knowledge management practices exist among the library employees', it is the knowledge sharing that seem to most significant to employees' job satisfaction. From the results, the study confirmed the knowledge retention, knowledge acquisition and knowledge sharing are driving forces behind the employees' job satisfaction.

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