

# A Study on the Importance of Job Satisfaction, Self-Efficacy, and Organizational Commitment in Enhancing Knowledge Management

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## **Abstract:**

An employee performance is in essence employee's actual achievement when compared to the anticipated performance (Dessler, 2006) and Job satisfaction (JS) constitutes an important determinant of employee performance. Invariably, employee performance, in turn JS are also influenced by leadership styles, KM and work environments. Earlier studies have shown the impact of knowledge management (KM) on performance (Sulistyo & Ayuni, 2018), and the nature of work environment influences JS (Kianto et al., 2016). Scholars have surmised that there was a positive influence of Self-efficacy (SE), KM and working climate on JS and organizational commitment (OC). How is knowledge and insights identified, created, stored, shared and disseminated within the firm, and what is the relationship between KM, SE, JS and OC that will eventually steer the firm in achieving its strategic objectives? What strategic and operational benefits do we expect to accrue from an effective KM and the deliverables as outcome of KM? Where is our firm in terms of growth and maturity of its KM systems? How must we organize for KM, and what is the inter-relationship between KM, SE, JS and OC in the knowledge economy? The knowledge economy is the utilization of knowledge to create goods and services, build SE derive JS thereby achieve OC.

## **Keywords:**

Job Satisfaction, Self-Efficacy, Knowledge Management, Workplace Environment etc.

## **Introduction:**

In an era of Industry 4.0 and society 5.0 human resources are an essential component of any organization and forms the basis of creating either competitive advantage or comparative measure of differentiation. A vital constituent for any organization is undeniably human resources (Asbari, 2019). An employee performance is in essence employee's actual achievement when compared to the anticipated performance (Dessler, 2006) and Job satisfaction (JS) constitutes an important determinant of employee performance. Invariably, employee performance, in turn JS are also influenced by leadership styles, KM and work environments. Earlier studies have shown the impact of knowledge management (KM) on performance (Sulistyo & Ayuni, 2018), and the nature of work environment influences JS (Kianto et al.,

2016). Scholars have surmised that there was a positive influence of Self-efficacy (SE), KM and working climate on JS and organizational commitment (OC). However, later studies are not without contradictory results (Eliyana et al., 2019; Purwanto & Asbari, 2020).

There are no single well-defined model, processes or support systems for that matter even metrics for KM by way of knowledge creation, dissemination and evaluation. Some of the questions that arise are: How is knowledge and insights identified, created, stored, shared and disseminated within the firm, and what is the relationship between KM, SE, JS and OC that will eventually steer the firm in achieving its strategic objectives? What strategic and operational benefits do we expect to accrue from an effective KM and the deliverables as outcome of KM? Where is our firm in terms of growth and maturity of its KM systems? How must we organize for KM, and what is the inter-relationship between KM, SE, JS and OC in the knowledge economy? The knowledge economy is the utilization of knowledge to create goods and services, build SE derive JS thereby achieve OC. Specifically, it refers to a large part of skilled workers in the economy of a region, nation, or the world, and the necessity for most jobs need specialized skills.

## **Statement of the Problem**

The title of the problem of the present study is stated as- “Sustaining Knowledge Management through Job Satisfaction Self-efficacy and Organizational Commitment”.

## **Objectives of the Study**

The objectives of the study are:

- a. To determine the relationship among the variables under study.
- b. To find the implications of Knowledge Management on Job Satisfaction, and Self-efficacy on Organizational Commitment.
- c. To suggest directions for future research based on the findings of this study.
- d. To ascertain effect of demography on variables under study.

## **Literature Review:**

A literature review summarizes and evaluates a body of research articles about a specific topic. An in-depth analysis of earlier studies was confined to published journals and books in the recent past. This section deals in detail the factors under study namely definition, impact on other variables and the perspectives in which the earlier scholars have handled the subject.

## **Knowledge Management (KM)**

KM and knowledge-sharing (KSh) at workplace has caught the attention of organizations (Ozlati, 2012). Organizations are committed to knowledge creation, acquisition, sharing, transfer and application both in quality and quantity of knowledge within organizational boundaries.

Pruzinsky et al. (2017) identifies KM as knowledge acquisition, sharing, creation, codification, and retention whereas dependent variable is employee's OC. 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 a very important KM method, encouraging the satisfaction of job for several worker teams.

Organizations comprises of groups of employees who work together to achieve common organizational goals. There is a transition in the business approach from a resource based to a knowledge-based direction. KM drives a corporate strategy to innovate and becomes a means of implementing KM processes. So, it is necessary to assess the extent to which KM affects employee performance which in turn affects JS, and SE. Socialization mechanisms include discussion group that facilitate exchange of knowledge and experiences among group members (Becerra-Fernandez and Sabherwal, 2014). Each step or practice of generating, collating, disseminating, sharing, and using knowledge to enhance learning and OC is the definition of KM (Armstrong & Taylor, 2014) i.e., what is needed to get the most out of knowledge sources. Organizing and providing important knowledge, wherever and whenever necessary in a timely manner is the focus of KM (Becerra - Fernandez & Sabherwal, 2015). KM enables the crucial supporting function of converting resources into capabilities.

### **Job Satisfaction (JS)**

JS delineates how contented an individual is with his/her job. It has been defined as a pleasurable emotional state resulting from the appraisal of one's job. It can also be viewed as employee's subjective reflections to working scenarios, i.e., the affective reflection of employees in working or the subjective feelings about their working climate (Hoppock, 1935). Bullock (1952) defined JS as, it is an attitude, which results from a balancing and summation of many likes/dislikes experienced in connection with one's job. —JS is the result of various attitudes the employee holds towards his job towards related factors and life in general (Blum, 1956). JS has five elements, when envisaging a 360-degree perspective i.e., the incentives and compensation, the role and responsibilities, the promotion, the relationship with supervisor, and the colleagues (Smith et al.). JS is either a gratifying or positive emotional state emanating from the reflections of ones' job values or job experience ((Locke, 1969; Singh, Singh, and Singh, 2007). In other words, JS is an attitudinal concept central to work psychology (Bass and Barnett, 1972). Pestonjee (1973), —the job itself, 'the management', 'personal adjustment', and 'social relations' are few dimensions of JS (Singh et al. 2007). Kalleberg (1976) indicated that the —JS is a worker's regular attitude to his or her occupation. The employee balances his or her satisfaction/dissatisfaction to diverse parts of the task and ultimately makes an overall assessment about the task, being satisfying or not. Seybolt (1976) viewed JS as a part of the person-environment's interaction. Although a number of factors are linked to JS, it is the interaction among these elements rather than any single element in isolation that accounts for JS (Shakila, and Subramanian). Chemiss (1995) indicated, —People can make their lives better or worse, but what they think, how they feel and what they do are strongly shaped by the social

contexts in which they live. According to Berry 1997, JS is defined as a person's reaction to the job experience. Ilies and Judge (2004) cleared JS as a covert evaluative tendency of one's job that is responsible for the co-variation between work initiatives and reactions is revealed through separate evaluative circumstances during the work (Shakila and Subramanian). JS is the employee's overall attitude towards the work (Lussier, 2005).

JS is literally a compounding of two words job and satisfaction. Job is an occupational activity performed by an individual in return for compensation as monetary reward (Kavita and Venkateswaran, 2015), while satisfaction is a word which is intangible and hard to determine.

Often the assumption is that employees who have a high level of satisfaction in an organization will be more productive and render high-performance. JS is an important aspect in employees who describe a person's feelings towards the work being undertaken. The behaviour in the work environment and outside work environment will reflect these feelings. (Wexley & Yukl, 1977). Robbins & Judge (2001) mentions JS as a general attitude towards one's work, the difference between the amount of reward received by workers and amount they are supposed to receive. A positive or pleasant emotional state that results in the assessment of a job or work experience also defined as JS (Luthans, 2002). One's feelings for their work is reflected by JS. The positive attitude of employees towards work and everything encountered in work environment can be seen in JS. (Stephen P. Robbins & Judge, 2008) states that factors that can affect JS include the following: mentality challenging, equitable rewards, supportive working, and supportive colleagues.

### **Job Satisfaction (JS): Definition**

The concept of JS was defined in various ways. But the most widely used JS in organizational research definition is the Locke definition (1976), which described JS as "a pleasant or optimistic emotional state due to job evaluation or work experience." Syeyen and Van Wk (1999) stated that JS is a sense of hope that comes from understanding a person's work. Mwamwenda (1995) identifies the relationship between JS and productivity, loyalty, activity and working hours. In short, JS is the summation of pleasure or JS (Dubrin, 1997). JS is the result of the employee's perception of how well their work is what is considered important (Luthans, 2002). According to Smither (1998) most people seem to have a higher need, such as self-realization. It transpires that people who have a great need for work are just satisfied with having a job that can meet those needs (Hackman and Lawler, 1971). Studies on the JS of primary school teachers were conducted to determine whether the level of JS differs based on gender, training status (trained/untrained), and teaching experience (below 5 years -5 years & above) (Bhakta, 2016 and Ghosh, 2013).

**H1 – There is a positive relationship between Knowledge sharing (Ksh) and JS**

### **Factors Affecting Job Satisfaction (JS)**

Several researchers agree that there are certain variables that correlate with JS and it can be categorized into four major and thirteen minor categories:

## **Organizational factors**

- a. **Salary-** Salary satiates the first level of hierarchy of needs in Maslow's pyramid of Motivation. According to Locke (1969), pay forms a predominant determinant of JS.
- b. **Promotion-** Promotion is the next predominant factor in the list of JS leading to OC. A promotion entails higher pay, challenging work assignments, increased responsibility and autonomy etc.
- c. **Institution's Strategies-** Organizational structure and strategies play a pivotal role in establishing a work environment conducive enough for creating JS. A narrow pyramidal structure combined with autocratic style may produce more hatred on the part of employees who prefer democratic style of leadership. Normally, institutional policies govern employee behavior, and attitude subject to how stringent or liberal these policies are, can generate positive or negative feelings about the organization. Equity and open-door policies are usually related to JS. Employees who feel excessively compelled due to authoritarian style may not be happy with their job.

## **Workplace Environment**

- a. **Managerial style-** Responsive and supportive administrators in any organization provide greater JS (Stogdil, 1974). A cordial inter-relationship between the manager and the employee and employee's participation in decision making on issues that directly affect them are extremely conducive to JS.
- b. **Work group-** The size and the quality of intra/inter-group relations plays a crucial role in fostering contentment, building mutual confidence and sympathy. It has contrary effect when the group size becomes large due to poor interpersonal communication, lower level of JS and difficulty in getting to know each other more closely. People taking in similar social characteristics vibe with each other in a group, resulting in a workplace climate that enhances JS.
- c. **Working conditions-** It is imperative for conducive working environment to prevail as it contributes to a better physical ease of work. Companies/institutions invest heavily for maintaining the décor, cleanliness and ergonomics which invariably impact the work output.

**Factors related to the nature of Work** – Wherever, JS is discussed the factors related to the nature of work, cannot be overlooked, the two aspects of job content are job scope and diversity that includes accountability, work speed and the opinion rendered Scott, 1966).

**Personality** - Personal traits play a very important role in determining JS. Further, age, seniority and tenure have substantial impact on JS.

## **Relationship between Knowledge Management (KM) and Job Satisfaction (JS)**

The process of employee development cannot be considered in isolation separated from KM. An integrated and harmonious way with KM can improve employee performance and therefore KM system is applied. Managing human resources as assets cannot refrain from managing knowledge. People are resources of the KM process that are needed in addition to

knowledge sources. The role of KM is visible during the use of knowledge as innovation, responsiveness to customers and stakeholders. Earlier studies describe the level of employee satisfaction where KM is adopted (Masa'deh, 2016). There is significant positive impact of KM on JS. (Kianto et al., 2016). In their research they have also stated that KM in one's work place is significantly related to JS. Other research results also show that KM has a positive impact on JS (Bayasgalan & Gerelkhuu, 2016). Based on the above, the hypothesis is developed as:

**H<sub>2</sub>** - There is a significant influence of KM on JS

Respondents, namely educational institutions, banking sector and telecommunications industry showing a positive relationship between work environment and employee job satisfaction.

### **Relationship between Job Satisfaction on Employee Performance**

A positive attitude towards their work will be visible from employees with high JS. Employees will be more focused in carrying out their work. This is supported by (Guritno & Prabowo, 2016; Hutagalung et al., 2020; Ristiana, 2013; Suryadi & Efendi, 2018) who stated that there is a positive relationship between the dimensions of JS and employee performance.

### **Relationship between Knowledge Management and Employee Performance through Job Satisfaction**

KM has become one of the popular elements while improving employee performance in organizations. Optimal growth is inevitable so that organizational awareness places knowledge as a source of OC. The KM process component has a significant relationship with KS and employee performance (Rahman & Hasan, 2017). Significant positive influence of KM and HRM practices on OC is also shown by research (Rahman & Hasan, 2017). The results also show that JS is a significant mediating variable in the relationship between the influence of KM and HRM practices on performance. Based on previous research and literature analysis above, the authors follow develops the hypothesis as follows:

**H<sub>3</sub>** - There is a significant effect of KM on employee performance through JS.

### **Self-efficacy (SE)**

Studies from the domain of Positive Psychology hypothesize that personal resources, like the constructs of Psychological Capital (i.e., Hope, Optimism, Self- Efficacy and Resilience), may contribute to decreased Stress (Avey, Luthans & Jensen, 2009), Burnout (Schaufeli & Bakker, 2001) and increased work Engagement (Avey, Wernsing & Luthans, 2008). Training and development opportunities improve individual's self-efficacy levels (Cabrera & Cabrera, 2005).

### **Self-efficacy (SE): Definition**

According to Luthans, Youssef et al. (2007), SE is one of the elements in the construct of Psychological Capital that best meets the inclusion criteria. Stajkovic and Luthans (1998; p. 66) define SE in the workplace as one's conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources or courses of action needed to successfully execute a specific task within a given context.

SE makes a difference on how people contemplate, feel, and act and also affects how

individuals perceive and interpret events, which in turn points to the subjective evaluation of the surrounding events around the person. Those with low SE are easily convinced that efforts to address difficult challenges are futile and are more likely to experience negative Stress symptoms are called internals, while those with higher levels of SE are more likely to perceive challenges are not insuperable given sufficient competencies and effort are known as external's (Bandura, 2008).

Self-efficacious people possess five distinguishing characteristics, namely, (1) setting high standards and goals for themselves and seek out challenges; (2) pursue and thrive on challenge(s); (3) are highly self-motivated; (4) invest the requisite efforts to accomplish their set goals; and (5) persevere when faced with bottlenecks. The above-mentioned characteristics equip high efficacy individuals with the capacity to develop independently and perform effectively, even with little external input for prolonged time period. People with high Psychological Capital do not wait for challenging goals to be set for them, which is often referred to as discrepancy reduction (Luthans, Youssef et al., 2007). On the contrary, they evolve their own discrepancies by continually challenging themselves with higher self-set goals and by seeking and voluntarily opting for difficult tasks (Luthans, Youssef et al., 2007). Self-disbelief, scepticism, negative feedback, social criticism, bottlenecks, and even confronted with repeated failure (having devastating effect for people with low efficacy) have little impact on efficacious individuals (Bandura & Locke, 2003)

The concept of SE is based on Bandura's (1997) Social Cognitive Theory (SGT), which is an approach to understanding human cognition, action motivation, and emotion that assumes they are active determinists, rather than mere passive reactors to compelling environments (Bandura, 1997). SGT also includes five identified cognitive processes that are vital constituents of the efficacy as equation, symbolizing, fore-thought, observation, self-regulation, and self-reflection. Bandura (1997, p.3) defines SE as beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments. SE can be viewed as a concept of perceived competence and the probability that people estimate that they can take on a particular task as an estimate of their SE. Bosscher and Smit (1998) argue that numerous experiences of failure and success in various domains of an individual's life may also be important contribution to understand how an individual may generate self-beliefs about SE. SE is distinguished as Specific Self- efficacy (SSE) (which is task specific) and General Self-efficacy (GSE) (which is global in nature). However, both have self-confidence as the basis of self-evaluation. Although originally apportioned to a very specific domain of activity, there is growing recognition that individuals can also have a generalized level of Self- efficacy across a common domain of challenges and tasks, such as the workplace (Parker, 1998). GSE is defined by Judge, Erez, Bono and Thoreson (2002, p. 96) as a judgment of how well one can perform in a chequered situation. GSE is therefore a motivational state because it involves the individual's beliefs regarding their abilities to perform and succeed at tasks across different situations (Kanfer & Heggstad, 1997). The importance of the GSE construct to organizational research lies in its ability to (a) predict SSE across situations and tasks; (b) predict general and comprehensive performance criteria; and (c) buffer against the debilitating effects of adverse experiences on subsequent SSE (Chen, Gully & Eden, 2001, p. 67). Based on Chen and colleague's opinion (2001), it is thus possible to state that general SE is able to predict performance on specific situations. Therefore, an individual's general perception of confidence spills over to specific situations and the associated levels of confidence (Chen et al., 2001). However, it is important to note that SE, as applied to the higher order construct of Psychological Capital, is not an omnibus trait but rather a judgement about

specific task capability (Bandura, 1998).

There are several successful approaches in developing SE, including mastery experiences, modelling, social persuasion, and physiological/psychological arousal (Bandura, 1997). SE has been strongly linked with work-related performance outcomes (Bandura & Locke, 2003; Stajkovic & Luthans, 1998) as well as the socialization and retention of new employees (Bauer, Bodner, Erdogan, Truxillo & Tucker, 2007) and the OC and turnover intentions of existing staff (Harris & Cameron, 2005).

Optimism in SE is perceived as a psychological tool that fosters a will to combat hurdles and utilize personal resources, namely, knowledge, skills and competencies in moving forward towards success.

### **Self-efficacy (SE): Conceptual Framework**

During 1970's Albert Bandura made significant contributions in this area in the 1970's. He defined efficacy in terms of the expectation that one can do what is required to produce an outcome. He argued that the roots of efficacy that has maximum influence being mastery experiences. He proposed that achieving success in any task or activity would produce increased SE about future performance while unsuccessful performance would lead to decreased SE. He defined SE as individual's convictions on their capacities to execute a special track of action successfully (Bandura, 1977). His SE theory (1977), gave rise to Social Cognitive theory (SGT) (1986; 1989; 1997). Bandura's SGT (1986; 1989; 1997) rests on the model of emergent interactive agency, which propounding a triadic mutual causation viz. environmental influences, modes of behavior and interpersonal factors influences the intentions, and subsequently the course of action that a person takes. Bandura, (1997) explains that SE influences in diverse manner on human achievement in a variety of settings, including education, health, sports, and business. Cognitive, affective, motivational and selection are progressions which would individual belief (Bandura, 1992). Cognitive processes influence a person through the level of goals set by individuals about themselves; their conception of inherent and acquirable ability, skill, social comparison influences, framing of feedback and perceived controllability (Bandura, 1993). SE theory (Bandura, 1977, 1993, 1997) suggested that a person's behavior towards any business is influenced by expectations and feeling in his/her own capability to accomplish that result. SE belief functions as a moderating factor between a person's potential and his/her performance (Bandura, 1997). Level of motivation is determined by people's self- efficacy beliefs (Bandura, 1989). Bandura (1977, 1997) described mastery experiences, physiological and emotional states, vicarious experiences and verbal persuasion as sources which influence SE expectations. Mastery experiences occur when people are given the opportunity to try a particular task themselves (Pool and Sewell, 2007). Negative physiological and emotional arousals or states refer to physical conditions such as fatigue, pain, aches; and emotional conditions such as fear and stress which consistently affect a person's SE beliefs. Bandura (1994) suggested that SE beliefs gets altered over life span of an individual and hence, it is possible to alter them over a period of time.

### **Measuring Self-efficacy (SE)**

There are two constructs commonly used to measure Self-efficacy as summarized in table (Luthans, Avolio et al., 2007).



<b>Measurement instrument</b>	<b>Authors and Date</b>	<b>Description and Sub- dimensions of instrument</b>	<b>Number of items</b>
GeneralSE Scale (GSES)	Sherer, Maddux, Mercandante, Prentice-Dunn, Jacobs & Rogers (1982)	<ul style="list-style-type: none"> <li>• Measure general set of expectations that the individual carries into new situations</li> </ul>	17 items
The SE Scale (SES)	Sherer, Maddux, Mercandante, Prentice-Dunn, Jacobs, & Rogers (1982)	<ul style="list-style-type: none"> <li>• Assess perceived SE, or one's general expectancies regarding his/her ability to perform behaviors Sub-dimensions:</li> <li>• General Self-efficacy</li> <li>• Social Self-efficacy</li> </ul>	30 items

### **Relationship between Self-efficacy (SE) and Job Satisfaction (JS)**

SE promote a high degree of commitment to the profession, collaborative relationship with colleagues and successfully contributing to the progression of a fertile and energizing working environment. (Coladarci, 1992). Trentham et al. (1985) found that SE is related to JS and competence as evaluated by their supervisors. Other studies have shown that teacher's SE affect and sustain teacher's job commitment and JS (Caprara, Barbarnelli, Steca. Telef (2011) The relationship between the SE, JS, besides life satisfaction among teachers were examined and demonstrated that there is a significant positive relationship between SE and JS.

The General Self-Efficacy Scale (GSES), the most widely used general SE measure, was developed by Shereret al. (1982) to measure expectations that an individual carries into new situations. A high score shows good self-efficacy. Psychometric properties of the Turkish version of the scale were evaluated by Gozum and Aksayan (1999), and its Cronbach's alpha coefficient was found to be 081. Reilly et al. (2014) studied the teachers' self-efficacy beliefs, self-esteem, and job stress as determinants of JS.

The SE for Clinical Evaluation Scale (SECS) was developed to measure student's SE perceptions and importance perceptions regarding care skills for patients with chronic diseases in a clinical environment (Clark et al. 2004). Nursing student's clinical achievement is affected by SE (Andrew 1998, Andrew & Vialle 1998, Shellman 2007, Henderson et al. 2012).

Harbouring strong SE enables individuals to perceive difficulties as challenges instead of barriers, and it is likely they fulfil assigned task with excellence (Bandura 1997).

### **Organizational Commitment (OC)**

He found that SE has a rather strong influence on Engagement. This confirms the conceptual relationship between SE and Work Engagement. Studies have shown that the higher a person's SE, the more likely she/he will be able to initiate tasks, sustain effort toward task accomplishment, and persist when problems are encountered or even in the face of failure (Bandura, 1997; Stajkovic & Luthans, 1998). Luthans and Peterson (2002) have proposed that there is a unique interrelationship between a manager's SE and their employee's Engagement levels. They argue that as the manager observes the employees becoming more engaged (cognitively and/or emotionally) in their work, he/she acquires confidence and a belief in her / his abilities to create and build an engaged team/group successfully. This underscores the argument by Bandura (1997) that vicarious experiences are known to increase SE. In addition, the engaged team led by an efficacious manager probably results in desired unit/organizational outcomes. A similar explanation could be applied to an individual employee's SE in relation to

their Work Engagement.

It has been proven that employee's Engagement can be increased and will lead to OC, as well as a competitive advantage (Macey et al., 2009) by having a positive impact on individual performance (Bates, 2004; Harter et al., 2002; Richman, 2006), OC (organizational commitment) (Hakenen et al., 2006; Richardsen, Burke & Martinussen, 2006), service climate (Salanova et al., 2005) as well as customer loyalty (Salanova et al., 2005). Hence, it is argued that increased Engagement will be beneficial to any company, apart from negating attrition and the negative effects that weaken OC.

Each organization must endeavour to enable its employees achieve expected outcomes over time (Mowday, Porter & Steers, 1982). Employees as members of a team tend to act as entrepreneurs, while every team member attempts to outperform all others (Mowday et al. 1982). When there is increase in employee commitment in an organization, it will lead to enhanced productivity among the employees. Earlier organizations provided safety and security in order to improve upon OC and increase their productivity (Abelson, 1976). Employee productivity improves when their JS is ensured through their work and responsibilities. JS primarily depends on pay system, organizational culture, and knowledge of employee exchange (Mowday et al. 1982). Meyer and Allen (1991) allocate the obligations of employees to three distinct groups: a) emotional commitment; (b) standing commitments; and (c) a regulatory obligation. Many studies indicate that emotional commitment is positively related to employee responsibilities. (Whitener & Walz, 1993; Somers, 1995; Jaros1997). Workload, low recognition, and inadequate reward adversely affect the employee. Epitropaki and Martin (2005) have shown a positive relationship between work status and emotional stability (one of the five personality traits).

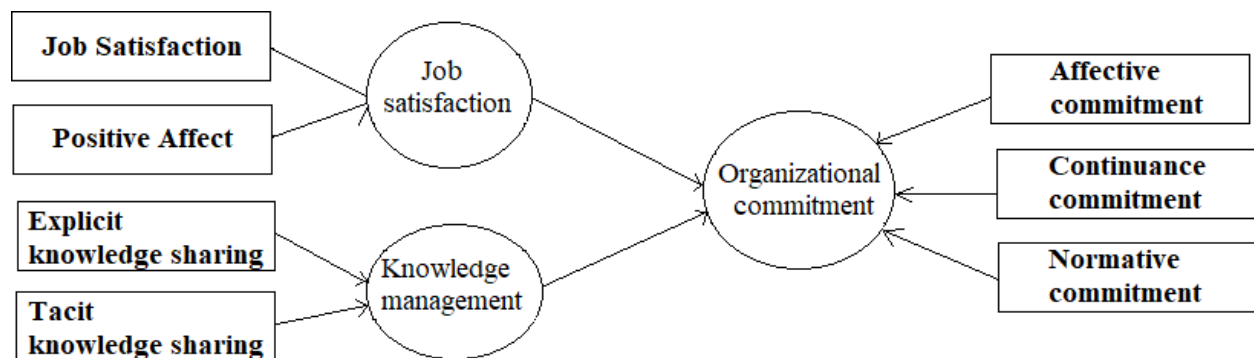


Fig Conceptual Model KM, JS and OC

Xanthopoulou et al. (2007a) established strong causal paths between Optimism and SE, respectively, and Engagement. It emerges from the study of Xanthopoulou et al., (2007a) that employees who harbour positive expectations and remain confident about the future, even when they face difficulties as well as those who believe they have the ability to mobilize the motivation, cognitive resources or courses of action needed to overcome such situations and successfully execute specific tasks, that would cause an individual to engage in their work. Similar findings were also obtained by Bakker, Gierveld and Van Rijswijk (2007), whilst a study by Roux (2010) reported evidence of the predictive value of SE in Engagement leading to OC.

**H4** - There is a vital connection between Acquisition of knowledge, Sharing of knowledge, creation of knowledge, Retention of knowledge 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.

OC is identified as having three dimensions :(1) Affective Commitment is the emotional attachment and involvement of employees to the organization. (2) Commitment Continuance is depending on perceptions of losses associated with attrition and (3) Normative Commitment is based on the involvement of employee's feelings about the obligation to continue to work for the organization for moral or ethical reasons as shown in Fig. 2. Employees give greater weightage to other's sentiments.

### **Organizational Commitment and Job Performance**

Specialists make a significant contribution to the work of organizations as they work and behave towards the goals of the organization. In addition, employees who are committed to your organization are happy to have members, believe in the organization and feel good about the organization and its intentions and intend to do what is beneficial to the organization (George and Jones, 2015, p. 85). Therefore, we can say that there is a certain relationship between organizational responsibilities and activities. However, it is not surprising that previous studies have shown that OC are not closely related to performance (Mathieu and Zajac, 2012). In addition, Mowday et al. (2011) also concluded that the link between commitment and activity is usually absent (1982). Organizational commitments relate to the psychological attachment of employees to their jobs (Allen & Meyer, 2011; O'Reilly & Chatman, 2014). OC is positively related to desired outcomes, such as Job Satisfaction (Bateman & Stasser, 2001, Mowday, Porter & Steers, 2011), Motivation (Mowday, Steers & Porter, 2011) & Support (Mathieu & Zajac, 2012) Steers & Rhodes, 2018) and has a negative impact on results such as Unemployment and Worker's Turnover (Clegg, 2017, Cotton & Tuttle, 2012).

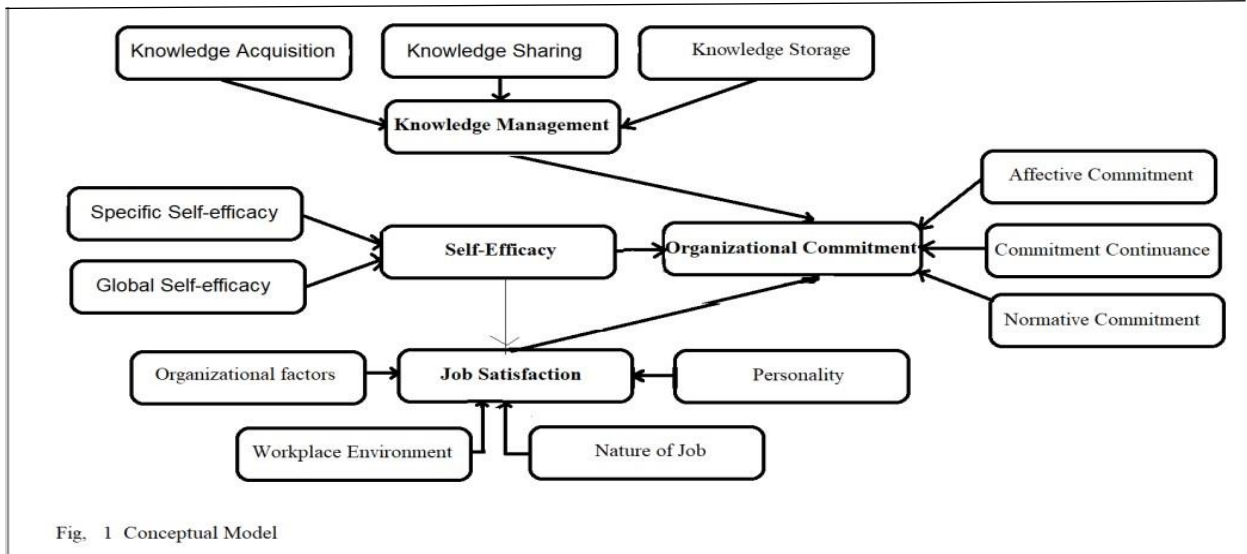
In addition, Horton argued that a stronger commitment could lead to a lower turnover and absence of employees, which would increase organizational efficiency (Schuler & Jackson, 2010, p.302). However, the link between organizational responsibilities and activities is weaker (Becker, Billings, Eveleth and Gilbert, 2016). For example, Mathieu and Zajac meta-analysis (2015) showed that confidence intervals around the average correlation between commitment and organizational efficiency include zero. Therefore, they concluded that "in many cases, commitments have a relatively small direct impact on performance" (2012). Given that OC is an important factor in work experience and is essential to understanding and managing organizational behavior (George and Jones, 2010, p. 67), I wonder if it is right that they are not very interconnected. In addition, experts are also interested in other studies. As Benckhoff says, the main reason why commitment was one of the most popular topics in industrial psychology and organizational behavior over the last 30 years is its impact on performance (2016, p. 701).

The literature survey can be summarized in terms of the following theoretical model (figure 3.1). This model is a schematic representation of hypotheses 1 – 6

**H5** - There is no statistically significant difference between low and high SE groups of employees on the measure of their JS.

**H6** - There is no significant influence of different demographic variables on JS.

**Figure 2:** Theoretical Model of the proposed relationship between KM, SE, JS and OC



## RESEARCH METHODOLOGY:

For the purpose of analyze the research variables the JS, SE and the level of OC, it is suitable to use the numerical data approach "quantitative", which is widely used for the deductive research approaches. The dataset of the current research is mainly numerical where the main purpose of this study to measure the impact of KM and JS on the level of OC. There are five main steps of that each research should follow when using the deductive research approach (Robson, 2002). The research design is defined as the general plan on how the researcher will test the research hypotheses, answer the research questions, and reach the research goals (Saunders, Lewis, & Thornhill, 2009).

Three different types of research design are commonly used among the researchers which are the explanatory, descriptive, and exploratory studies. The exploratory research type focused on finding new solutions or insights to specific problem depending on the study results, the descriptive study uses to explore accurate information of people, cases, or situations, and the explanatory study explains the relationship between the variables of study. The case studies, survey-based studies, the experiments studies, and the action research are all studies based on the deductive research approach (Saunders, Lewis, & Thornhill, 2009). In the case of this study, as the research aims at evaluating the impact of job satisfaction on the level of organizational commitment, a large size of numerically data is needed for this purpose. Therefore, a questionnaire is the most suitable method to collect the primary data from respondents, analyzing these data, and then perform the needed tests to answer the research questions and test the research hypotheses. The research hypotheses were formulated based on the conceptual model (shown in Fig 3.) and literature review.

### Research Conceptual Framework

According to (Sekaran & Bougie, 2003) theoretical framework is the foundation on which all research projects are based. From a theoretical framework hypothesis can be drawn up that can be tested to find out whether formulated theory is valid or not. Then, it can be measured using appropriate statistical analysis. Referring to the theory and previous research, there is a

relationship between variables, including KM, SE, JS and employee OC.

### Research Design

Black (1999) stated that a research process consists of two stages, the planning stage and the execution stage. Any specific enquiry is more likely to yield the required empirical results if the planning of such an enquiry has been done with great circumspection. Theron (2009) also emphasizes the importance of a meticulous research methodology by pointing out that the methods used to arrive at the conclusions will determine the validity and credibility of the specific inferences. This is because methodology serves the epistemic ideal of science. Therefore, the planning / research process for this study will subsequently be discussed. A non-experimental research design was used to explore the relationships between KM (and its four constructs, KSh, KAq, KDn, KSt, SE, JS and OC. Non-experimental research is used when the researcher wants to observe relationships between variables without controlling or manipulating the variables in any way. Thus, the researcher does not have direct control over the variables. The reason for this can be that the manifestation has already occurred or due to the construct's inability to be manipulated. Thus, the hypothesis of the relationships between the variables is based on a theoretical framework and previous research and literature (Kerlinger & Lee, 2000). research has shown that the effectiveness and productivity of employees directly impacts on the profitability of the business (Mohanty, 1992; Rantanen, 1995; Slaski & Catwright, 2002).

**Table 1:** Variables and Sample Items

Variables	Items	Descriptions	References
KM	KAq	Employees gather knowledge from their internship and experience	(Becerra Fernandez & Sabherwal, 2015)
	KSh	Leaders share their knowledge with employees	
	KSt	Employees knowledge enables decision making	
JS	JS1	The nature of job gives satisfaction	(S.P. Robbins & Judge, 2001)
	JS2	Organizational factors lead to work satisfaction	
	JS3	Emotional stability gives satisfaction in work	
	JS4	Nature of job provides work satisfaction	
SE	SE1	I can face difficulties in work quite easily	(Parker's, 1998)
	SE2	I have the capacity to perform challenging tasks	
OC	OC1	1 feel part of the family at this company.	Mottaz, C. J. (1988)
	OC2	It would cost me if I leave this company.	
	OC3	Current working in this company is both my need and my wish.	

The method used in this research is quantitative method. Data was collected by distributing questionnaires to 130 permanent industrial employees in Rajkot, Gujrat. The instrument used to measure KM was adapted from (Becerra - Fernandez & Sabherwal, 2015) using 17 items (KM1- KM17). Work environment was adapted from (Jain & Kaur, 2014) using 14 items (WE1-WE14). JS was adapted from (S.P. Robbins & Judge, 2001) using 15 items (JS1-

JS15). Meanwhile, SE was adapted from (Dessler, 2006) using 10 items (SE1-SE10).

Convergent validity testing, discriminant validity is the testing phase of measurement model. Meanwhile, to test construct reliability, Cronbach's alpha and composite reliability are used. Research hypothesis testing is conducted if all indicators have met the requirements of convergent validity, discriminant validity and reliability testing. can use the results of PLS analysis.

## ANALYSIS AND INTERPRETATION

The present research required a relational approach whereby the researcher aimed to determine how two or more variables are related to each other (Elmes, Kantowitz & Roediger, 2003)

The content validity index, denoted as CVI, is the mean content validity ratio of all questions on a test. The closer the CVI is to 1, the higher the overall content validity of a test.

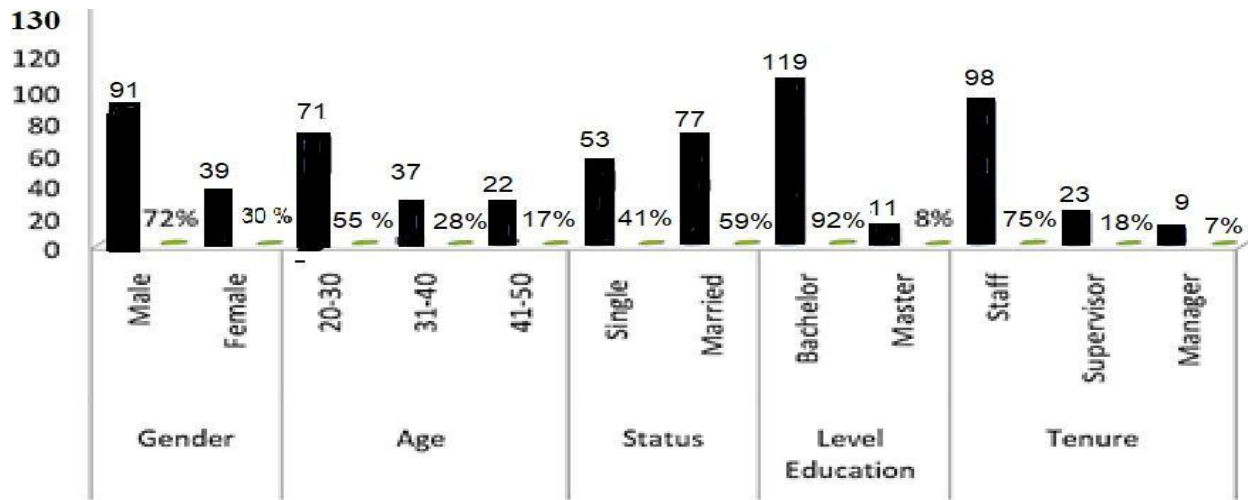


Fig 2 Demographic profile of Respondents

### Discriminant Validity Testing

To ensure that each concept of each latent variable is different from other latent variables discriminant validity is performed. If the AVE squared value of each exogenous construct (value on the diagonal) exceeds the correlation between the construct and other construct (values below the diagonal) indicated that the model has good discriminant validity (Ghozali, 2014). AVE squared values are used to determine the results of discriminant validity testing, namely by looking at the Fornell-Larcker Criterion Value (Fornell & Larcker, 1981b).

## RESULTS AND DISCUSSION

All constructs have AVE square root values above the correlation value with other latent constructs (through the Fornell-Larcker criteria) indicated by the results of discriminant validity test. Likewise, the cross-loading value of all items from one indicator is greater than the other indicator items, so it can be concluded that the model has met discriminant validity (Fornell & Larcker, 1981a). Next, collinearity evaluation is carried out to find out whether there is collinearity in the model. To find collinearity, VIF calculation is needed for each construct. The

model has collinearity if the VIF score is higher than 5 (Hair et al., 2014). Table 4 shows all VIF scores are less than 5, meaning that this model does not have collinearity.

### **Construction Reliability Testing**

The value of Cronbach's alpha and composite reliability of each construct can assess construct reliability. The reliability of composite and recommended Cronbach's alpha value is required to be more than 0.7 (Ghozali, 2014). In the light of the previous research findings and the logical arguments put forward in the preceding sections, the following research hypotheses can be formulated based on the theoretical model of the proposed relationships between KM, SE, JS and OC (see figure 3.1):

### **Limitations of Study**

Like any research, this study has several limitations (primarily related to the research design) which may have affected the results. A number of these limitations should be mentioned. The first measurement instruments. Although this way of collecting data is being used very often in social sciences research, it is generally criticized for a few reasons (Babbie & Mouton, 2001). The first problem is the problem of common method variance in that the inferences made by the researcher (as to correlation and causal relationships between the variables in question) may be artificially inflated. Another debatable aspect of this way of data collection is that, secondly, self-report data can be prone to response biases from the respondents.

Socially desirable responding is one of the response biases that influence the results of studies which make use of self-report measures and could have also influenced the results in this study. This occurs when respondents create a more favorable impression of themselves by over-reporting admirable attitudes and behaviors, and under-report attitudes and behaviors that they feel are not socially acceptable or respected (Zammuner & Galli, 2005). Socially desirable responding is an even bigger concern when studies, like this one, only consist of self-report measures. Hence, when the results are being interpreted it should be kept in mind that there are limitations due to the data collection method. In addition, convenience sampling was used in this study, which limits the generalization of the results.

## **CONCLUSION, RECOMMENDATIONS, AND FUTURE STUDIES**

The overall aim of this study was to study the relationships between KM, JS, SE, and OC. The results of this study provide evidence that KM is strongly associated with JS. Increased JS and SE is associated with increased OC and employee Engagement. Individuals experiencing dissatisfaction will likely find it difficult to be engaged in their work.

The current research sought to examine the respective relationships between KM and JS and OC. The results indicated that significant associations exist between OC and SE as well as between OC, KM, SE and JS, respectively. Similarly, significant relationships also emerged between Ksh and SE as well as between KAq and JS, SE respectively.

Lastly, the predictive role of SE in OC was studied. It was found that SE can strongly predict variance in JS. It would seem that higher levels of SE, can enhance the overall OC of an individual in their job which could hold in a whole range of positive outcomes for the individual, as well as the organization.

With the increasing trend in use of KM and communication, there is a need to address the JS level of employees, the level of OC, organizational loyalty, and the work itself. The success of organizations, and the level to achieve their objectives, depend mainly on the level of employee's

OC, enhancement in use of KM thus the OC, the level of employee's performance which is controlled by the level of work satisfaction. Many studies and researches, examining the impacts of JS on the level of employee's OC, many of these studies have shown that the level of employee's OC is directly affected by the level of JS. The results of the analysis through literature review shows that organizations which give attention to the needs and desires of their employees, and allow KSh between their employees, will positively affect the level of JS among employees, which is very important factor to achieve the OC. The high level of JS will increase the level of OC.

The present study has shown that inadequate applications KM is among the main reasons of lack of OC among employees. JS, satisfaction with pay and incentives, satisfaction with opportunities for growth, progress and career advancement, satisfaction with the style of supervision, work group and social relations between employees, and work conditions such as safety, healthy and stability, all these factors have shown very significant impact on the level of OC. Therefore, the management of any organizations should consider these factors and give serious attention to improve their application, due to their positive impact on the OC.

### **Recommendations**

The following recommendations are suggested by the researcher to improve the level of JS on OC:

- Working to improve the employees JS, by empowering the employees and improve the application of strategy of distribution the available jobs according to the employee's qualifications.
- Working to improve employee's satisfaction level, will improve the level of OC.
- Developing an incentives and promotion systems throughout the organizations, ensures equity among all employees, which will positively affect the level of work satisfaction and then improve OC.
- Develop a fair system of Ksh will improve productivity, loyalty so that the evaluation process depends on actual performance of employees.
- Work to develop the abilities and skills of employees in organizations, as well as work to enrich their SE, KM in their fields, will directly affect their JS in turn improve their OC.
- Applied the modern management strategies in the organizations, which will give employees opportunities to participate in the decision-making process, and formulate organization plans. The successful application for these strategies will positively affect the level of JS, SE, and then enhance the level of OC.

### **Future Studies**

This study focused on identify the impact of KM,SE,JS on the level of OC. The results of study have shown that work satisfaction factors have direct impact on improving the level of OC. Based on these outcomes of the study, the researcher recommend the following research titles for the upcoming researchers:

- Conduct a comparative study to measure the level of work satisfaction in other organizations.



- Conduct a study to identify the impact of work satisfaction and OC on the productivity in the non-governmental organization (NGOs).
- Conduct a study to identify the relationship between work satisfaction and OC and their impacts of the competitiveness.

### **Conclusion**

The insights gathered from this study have some implications for both academics and practitioners. From an academic perspective, the bibliometric analysis carried out laid the groundwork to help determine how KM and its practices are evolving in the digital era, thus providing scholars with a proper systematization of knowledge regarding the research field. From a practical perspective, the findings of this research suggested that practitioners in the KM field should consider, understand, and deploy policies and strategies to enhance productivity.

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