

The Impact of Knowledge Sharing on Employees Satisfaction: Review

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Abstract:

Knowledge sharing (KS) is one of the most important strategies that help organizations to extract and codify tacit knowledge. This paper aimed to develop a theoretical framework helps to test the relationship between knowledge sharing techniques and employees satisfaction through reviewed the literature in such domain. The Eight factors were extracted from the literature that are related to the knowledge sharing techniques: formal training, written reports, periodic meetings and workshops, mentoring and coaching programs, face to face interaction, knowledge sharing systems, email and cloud computing. The researchers recommend that the companies need to improve their supports for the use of knowledge sharing to enhance the employees satisfaction. A proposed model is depicted at the end for future testing.

Keywords: Knowledge Management, Employees Satisfaction, Knowledge Worker, Knowledge Sharing.

I. INTRODUCTION

The organizations need to have the ability to retain appropriate knowledge workers in order to create an inflow of knowledge and skills to develop and maintain their competitiveness. Knowledge workers relied on employee ownership bonus programs. Foreign-owned firms, significantly, used head hunters. They provided their knowledge workers with high base salaries, and interesting work, and influential power over work-related decisions. They offered good training programs, opportunities to access new technology, and attractive work-life balance, in order to help employees to be more satisfaction (Wang Y, 2012).

This paper purpose to develop a theoretical framework helps to test the relationship between knowledge sharing techniques and employees satisfaction through reviewed the literature in such domain and looking to depict at the end for future practical testing. The rest of this paper is structured as follows: First, the Literature Review an extensive literature review, focusing on knowledge sharing and employee satisfaction, then it suggests a conceptual model, the approach of the study. Finally, the conclusion will be presented.

II. LITERATURE REVIEW

Knowledge sharing is one of the most vital processes in knowledge management process that aims to provide information for organizational growth (Gholami et al., 2013). The success of knowledge management initiatives highly depends on knowledge sharing (Wang & Noe, 2010). The following sections will explore the

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influence of knowledge sharing techniques on employees' satisfaction. Empirical evidence approved that job satisfaction is considered as a critical element influencing employees' turnover and employees' satisfaction (Kianto et al., 2016; Vnoučková & Urbancová, 2015). Moreover, Lachachri et al., (2013) proposed a global model for knowledge management process to describe the lifecycle of knowledge, such model includes: knowledge creation, knowledge storage, knowledge sharing, knowledge application and knowledge evaluation. In this study we will utilize knowledge sharing process and tools to examine their influence on employees' satisfaction.

2.1 Knowledge Management

Knowledge management refers to the process of how organizations create, retain, and share knowledge. Most of studies agreed that knowledge is one of the primary assets of the organization that contributed to improve the production (Fidalgo & Gouveia, 2012; Levy, 2011; Vnoučková & Urbancová, 2015). Knowledge is represented as the result of analyzed and organized information to make it applicable and understandable to solve a specific problem or to make an effective decision. Knowledge management is a key resource of organizational performance, and an important tool for organizational performance, competitiveness and support profitability (Omotayo, 2015). Two types of knowledge in knowledge management context, the first type is documented and easy to share and learn called explicit knowledge, and the second type is more valuable than explicit knowledge for organizations called tacit knowledge which refers to personal knowledge embedded within the minds of people (Krylova et al., 2016).

2.2 Knowledge Sharing

Knowledge sharing is one of the most critical parts of knowledge management system refers that an employee share the knowledge with other members in different ways (Navimipour & Charband, 2016). Knowledge sharing refers to the process of transferring explicit or tacit knowledge among individuals, groups or organizations (Paulin & Suneson, 2015). Reinforcing the knowledge sharing processes is one of the best strategies that lead to preserve the knowledge in organization (Levy, 2011; Kianto et al., 2016). Knowledge sharing is one of the most critical disciplines in knowledge management environment due to focusing to share thoughts, ideas and experiences among workers. Skillful employees are the main resource of knowledge sharing practices in firms (Krylova, et al., 2016).

Knowledge sharing is a key process of knowledge management system that helps employees to feel more satisfied within their jobs (Kianto et al., 2016). Most of organizations utilized knowledge sharing for codifying and managing tacit knowledge. Therefore, organization should encourage knowledge sharing through workshops, seminars and conferences, written reports, face to face interactions, informal gathering, social events collective collections and formal training, best practices, periodic meetings and mentoring programs, intrinsic and extrinsic motivations, mentoring and coaching, brainstorming and other forms of internal communication that contribute to exchange knowledge and information among the members of organization (Gupta et al., 2000).

Internal communication refers to the transfer of information among employees within the organization whether formal or informal. Internal communication can be done using technology like emails, cloud computing, web collaboration tools and information sharing systems (Arpaci, 2017), it also can be done through utilizing several of traditional techniques such as surveys, face to face interaction and formal trainings and meetings (Balakrishnan & Masthan, 2013). Email is the most efficient technique utilized to share information

among employees with the organizations, but face to face interaction is still the most preference technique for communications among members (White et al., 2010). Furthermore, empirical evidence approved that training sessions and formal meetings characterized as time-consuming, but it's considered as effective way to share knowledge among employees (Ali et al., 2017; Okechukwu, 2017).

2.3 Job Satisfaction

Job satisfaction refers as pleasantness or unpleasantness of workers regarding their job position (Davis, 1988). The term of satisfaction fundamentally concentrates on employee attitude toward the organization (Chen, 2006). Satisfaction has direct influence on degree of absenteeism, commitment, performance, productivity, employees' retention and turnover, and employees' satisfaction. The dissatisfaction of the workforces has a negative significant impact on the efficiency of the organization. Furthermore, most organizations are widely seeking to gain competitive advantages and adapt to the radical changing environment, it is critical for them to improve management efficiency by concentrating workforce satisfaction in the organization (Parvin & Kabir, 2011).

Job satisfaction influencing positively on knowledge sharing behavior, similarly, knowledge sharing has strong impact on job satisfaction (Rafique & Mahmood, 2018). Nazir et al., (2015) proclaimed that financial incentives had most impact upon those who were generally satisfied with their jobs. Intrinsic incentives are inherent to job or they exist within the job itself such as variety, challenge, feedback, recognition and autonomy or empowerment. On the other hand, extrinsic incentives include pay and fringe benefits, bonus or salary raise, promotion, career development or advancement opportunities within organizations, social aspect and workplace conditions (O'Driscoll & Randall, 1999). The main difference between knowledge workers and other employees is knowledge workers are more motivated by the intrinsic rewards rather than extrinsic rewards (Drucker, 1998). In this study we will try to propose a model that depicts the most critical knowledge sharing techniques influencing positively on employees satisfaction.

2.4 Related Studies

Several studies explored the influence of knowledge sharing process on employees' satisfaction. Most of studies were conducted in different sectors such as governmental sector, financial sector, ICT sector and educational sector. All of such studies approved that knowledge sharing is one of the best strategies that contribute to increase employees' satisfaction level and it also help to improve their performance. Table 1 show summarizes of previous studies regarding such topic from different sectors over the world.

Study	Country (Sector)	Results
Almahamid et al., (2010)	Jordan (Manufacturing)	KS practices influencing positively on employees' job satisfaction
Koseoglu et al., (2010)	Turkey (Hotels)	KM process influencing positively on job satisfaction
Tep & Sun (2012)	Malaysia (IT)	If employee feels more satisfied, then he/she willing to share and exchange

		knowledge among other members within organization
Gholami et al., (2013)	Iran (Services)	KS practices affecting positively on customer satisfaction, performance, innovation and productivity
Suliman & Al-Hosani (2014)	UAE (Oil and Gas)	Employees' job satisfaction levels have a positive and direct relation with their KS behaviour
Tong et al., (2015)	Hong Kong (IT)	KS plays an important role between organizational culture and job satisfaction
Trivellas et al., (2015)	Greece (Accounting)	Employees in a KS environment are more likely to achieve higher job satisfaction and subsequently effectiveness
Kianto et al., (2016)	Finland (Government)	KS influencing positively on employees satisfaction in occupational section rather than top management
Saeed (2016)	Libya (Oil and Gas)	KS has a strong positive impact on employees' satisfaction. Furthermore, Job satisfaction is highly related with management support and technology.
Kucharska & Erickson (2019)	Poland (IT, Sales, Finance and Construction)	Knowledge workers in IT sectors are more willing to share knowledge than workers in other industries.

III. PROPOSED FRAMEWORK

To achieve the goal of this paper, we reviewed research published between 2010 and 2020 on knowledge sharing and employees' satisfaction and we concentrated on articles related to internal communication and employees' satisfaction. We utilized Google Scholar and Research Gate as scientific resources to extract papers on the impact on knowledge sharing on employees' satisfaction. We used "knowledge sharing" and "employees satisfaction" as a keyword in the research field. The results of this search yielded unlimited number of work in such area, but most papers focused on knowledge sharing concepts rather than knowledge sharing techniques. The primary tools included in the papers are summarized in Table 2.

Table 1: Previous Studies

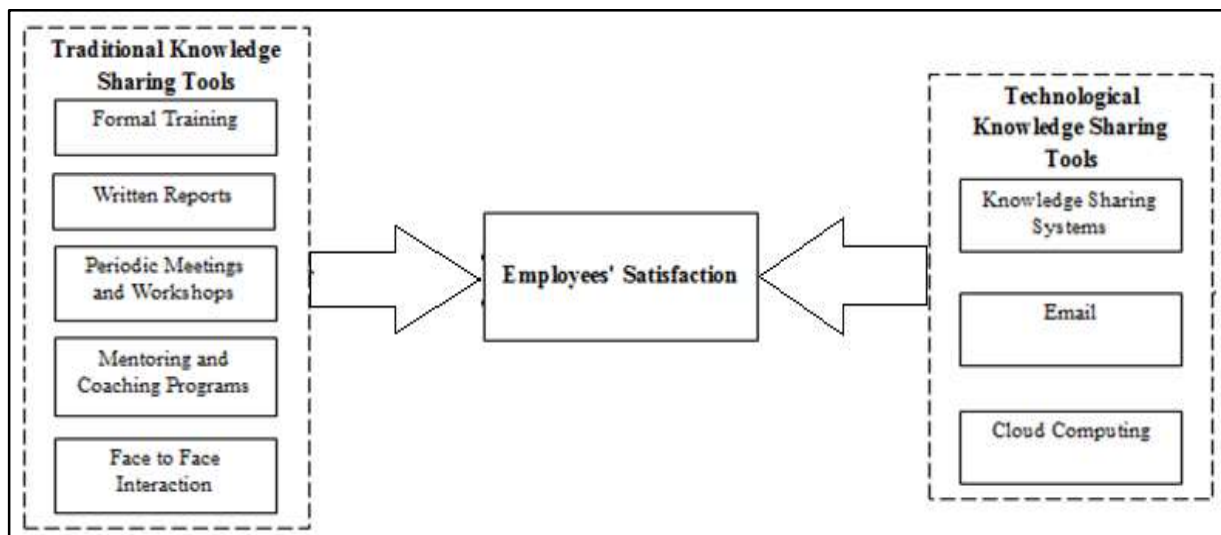
Construct	Definition	Ref
Formal Training	A mechanism that characterized with a standardization of training content for all team	Razak et al., (2016)

	members. It can be utilized verbally or visually to share explicit knowledge	
Written Report	A tool that used to document explicit knowledge where it can be a hardcopy or softcopy	Lee et al., (2016)
Periodic Meeting and Workshop	A traditional tool in which individuals or team members learn about an issue by discussing it face to face in a specific room called meeting room	Al Saifi et al., (2016)
Mentoring and Coaching Program	An effective management tools that support interpersonal processes and direct interactions among team members to reinforce KS	Sammarra et al, (2017)
Face to Face Interaction	A personal communication by means of verbalized and body language discussions	Tan (2016)
KS Systems	Refer to the IT that supports KM activities. Such as video conferencing, groupware and online communities	Islam & Afroze (2020).
Email	Is one of the most widely used technique to share knowledge among organizations internally and externally	Stoddart (2020)
Cloud Computing	Refers to a modern technology that provides a large data centres that enable users to access on data anywhere	Hartmann et al., (2017)

According the above list of knowledge sharing tools, a proposed framework of research is proposed. Figure 1 depicts our conceptual model and the classification of such context.

IV. CONCLUSION

Most of researchers reported that knowledge management practices are the best strategy to overcome on employees' turnover. Knowledge sharing whether in the traditional way such as reports, face to face interaction, meetings, workgroups, etc..., or through knowledge-based systems for example, knowledge sharing systems contributing effectively to support job satisfaction for employees' that might help to improve their intention to stay more in their organizations.



The current study is focused on theoretical framework, relied on the scientific studies that are related to the current study. Whereas in the descriptive practical manner.

Figure 1: Proposed Framework

The researchers depend on the secondary data: includes books, scientific studies, journals, and thesis that have addressed the subject to collect the needed data to building the theoretical framework of the study. The researchers are looking forward to developing a questionnaire in the future to distribute in the employees worked among companies to test the framework practically to confirm the results of previous studies in knowledge management environment.

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