

# The impact of Knowledge Management (KM) and Organizational Commitment (OC) on employee job satisfaction (EJS) in banking sector of Pakistan

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## Abstract

**Purpose:** The purpose of this paper is to examine the impact of knowledge management practices and organizational commitment could be a way to nurture job satisfaction and examine how knowledge management practices and organizational commitment can increase individual employees' job satisfaction.

**Design/methodology/approach:** A theoretical model concerning the connections between six facets of Knowledge Management (knowledge acquisition, knowledge sharing, knowledge creation, knowledge application, knowledge codification and knowledge retention), two facets of Organizational Commitment (Keeping up organizational image and Responding to organizational greediness) and job satisfaction is proposed. Then data is collected through face to face questionnaire and also online web based questionnaires and sample is selected on convenience based from the banking sector organization of Pakistan.

**Findings:** organization commitment and knowledge management process in one's working environment is significantly linked with high employee job satisfaction. Especially intra-organizational knowledge sharing knowledge application and knowledge creation also organization commitment (coping with attachment) seems to be a key factors promoting satisfaction with one's job in most employee.

**Practical implications:** organization commitment and knowledge management has a strong impact on employee job satisfaction, and therefore, managers are advised to implement knowledge management and organization commitment activities in their organizations, not only for the sake of improving knowledge worker performance but also for improving their well-being at work.

**Originality/value:** This paper produces knowledge on a practices of KM and organizational commitment that has been largely unexplored in previous all research, individual job satisfaction. Also, it promotes the knowledge management and organizational commitment literature to the next stage where the impact of knowledge management and organizational commitment is not explored as a "one size fits all" type of a phenomenon, but rather as a contingent and contextual issue.

**Keywords-** Knowledge Management; Knowledge Management Practices; Knowledge Acquisition; Knowledge Sharing; Knowledge Creation; Knowledge Codification; Knowledge Retention; Organizational Commitment; Job satisfaction.

## 1. INTRODUCTION

### 1.1 Background of the Research

In knowledge base view the most important productions are intangible. The knowledge based view has a great impact on human capital, employee skills, knowledge, competences, Behavior attitudes and their motivation of the employee working for an organization, that they use these skills and capabilities for the profit of the organization. Human intelligence is art and tacit, that is God gifted and can be increased by learning education up to some extent. Level of intelligence is varying from

person to person, individual to individual that is more difficult and complex to simply "captured and codified", that makes its management problematic for the organizations.

Job satisfaction is the extent to which individual like are dislike his/her job on the other hand Knowledge management process is the way of creating providing energizing and suitable supporting environment to the employees within the organization that will help in order to motivate the individual and enable them to create a new knowledge use their knowledge and share the knowledge within the organization with their bosses and their

subordinate that will have impact to enhance the job satisfaction of employee that, will lead to organization success and retain the employee on their jobs.

I studied various articles about what are the factors that have impact on job satisfaction in public and private organization of Pakistan and international countries. Most of the studies are conducted in Administration, social and health services, Education services Entrepreneurships and Business Services Technical and Environmental services. A large number of studies have demonstrated that job satisfaction, the extent to which an employee feels positively or negatively towards his/her job (Locke, 1976; Odom et al., 1990; Spector, 1997), influences employee motivation, organizational commitment and, ultimately, the quantity and quality of performance (Petty et al., 1984; Bolon, 1997; Spector, 1997; Judge et al., 2001).

There are many factors that will support the job satisfaction and study extensively and validated antecedents like job design, knowledge, variety of skills and role ambiguity. However, organizational commitment and knowledge management issues factor are not considered to examine the influence on job satisfaction. Job satisfaction is the most researched topic. Before now there is only one researchers consider knowledge management issues factor to examine the impact on job satisfaction and one researcher consider the organization commitment factor to examine the impact on job satisfaction. No one researcher can be considering both knowledge management issues and organizational commitment factors to examine their impact on job satisfaction. It has only rarely been approached from a knowledge based perspective. To bridge this gap in the literature, this paper examines how Organizational commitment and knowledge management practices to influence the individual job satisfaction.

In pervious all researches authors only analysis Impact of Knowledge Management Practices (Knowledge Creation, Knowledge acquisition, Knowledge sharing, Knowledge codification, Knowledge retention) on job satisfaction and one Researcher analysis the impact of organizational commitment on employee job satisfaction on strategic level. So in light of previous studies and my own interest, the objective of my research is to delineate the impact of Knowledge Management Practices and Organizational Commitment on employee job satisfaction in banking sector of Pakistan.

## **1.2 Problem Statement**

“The impact of Knowledge Management and Organizational Commitment on employee job satisfaction in banking sector of Pakistan.”

## **1.3 Research Questions**

What is the relationship between knowledge management and employee job satisfaction? What are the knowledge management practices that are play a positive role in employee job satisfaction? Whether organizational commitment have impact on employee job satisfaction or

not? What is employee job satisfaction? Why organizational commitment is so important for employee job satisfaction and success of organization?

## **1.4 Research Objective**

To check the Impact of Knowledge Management Practices and Organizational Commitment on Employee Job satisfaction, to examine whether the implementation of Knowledge Management Practices and Organizational Commitment have a positive or negative impact on employee's job satisfaction in the Banking Sector organization. To examine the five dimensions of knowledge management and two dimensions of organizational commitment and their association with employee job satisfaction. Results will help to understand the employee job satisfaction and all other elements. Our study will be very helpful for Banking sector as well as academic purpose. It will also help other sectors to use these findings in their fields. This is very impressive study for this special field and topic. Very little work is done in this field so it will get attention of researchers. In our country research is very limited and only focus on basic type of topics but our research can increase the motivation of new researchers regarding other fields. It will also urge industrialists to conduct research within their industry and about potential and upcoming problems. It also shows that there is a lot of space to work on these topics specially students of business.

## **1.5 Arrangement of Research Paper**

This research paper is organized as follows. First chapter presents a background of the research, problem statement, research importance and benefits, Research objective. Second chapter presents theoretical model Framework of the connections between Knowledge Management (KM), Organizational Commitment (OC) and Employee job satisfaction (EJS). Five Dimensions of Knowledge Management (KM) are examined: knowledge acquisition (KA), knowledge sharing (KS), knowledge creation (KC), knowledge codification (KC) and knowledge retention (KR), all of which are argued to affect job satisfaction and two dimensions of Organizational Commitment (Keeping up Organizational Image (KOI), Responding to organizational greediness (ROG)) all of which are argued to affect job satisfaction (JS) and hypothesis are developed. Third Chapter presents Methodology of research paper that includes target population, sample, sample size, data collection way and measurements items of to verify the variables relationship. Fourth chapter presents result and discussions in which data are analyzed with structural equation modelling, conducted using SPSS to examine connections between the study variables about variables relationships. Fifth chapter presents conclusions and recommendations that includes conclusion, research contribution, research implications and recommendations, research limitations and directions for future research. And at the end appendix that includes tables, questioner and all other supporting material that is necessary.

## 2. LITERATURE REVIEW

### 2.1 Theoretical Background

This section defines and discusses the nature of job satisfaction, Organizational Commitment and Knowledge Management practices (Knowledge Creation, Knowledge acquisition, Knowledge sharing, Knowledge application, Knowledge codification, Knowledge retention). Then the research model is presented and hypotheses concerning the impact of knowledge management practices and Organizational Commitment on job satisfaction are proposed.

### 2.2 Knowledge Management

Knowledge management is a discipline and function in which knowledge is created, acquired, shared, codified, and utilized through an enabling environment to increase innovation and organizational performance (Andreeva & Kianto, 2011; Hajir, Obeidat, Al-dalahmeh, & Masa'deh, 2015; Zack et al., 2009). There are two main components of knowledge management first one is knowledge management environment and second one is knowledge management processes. In this study focused on knowledge management environment and knowledge management processes. The most important component is knowledge management process which creates the knowledge and survives irrespective of formal organizational support for knowledge management (Andreeva & Kianto, 2011). Typically, Knowledge management is the processes of knowledge creation, knowledge sharing, knowledge acquisition, knowledge transfers and knowledge application together with the organization infrastructures, capabilities and management activities that support and improve the knowledge management processes (Lee and Choi, 2003; Gold et al., 2001).

Knowledge management includes several categorizations of KM practices and activities. For example, Demarest (1997) proposes four KM processes: knowledge construction, embodiment, dissemination and use. Alavi and Leidner (2001) discuss knowledge creation, knowledge storage/retrieval, and knowledge transfer and knowledge application. In sum, the literature typically identifies four to six knowledge processes that are cyclically interrelated (Nonaka and Takeuchi, 1995; Demarest, 1997; Alavi and Leidner, 2001). Similar to these views, this paper proposes that KM processes can be divided into six main types: knowledge acquisition, knowledge sharing, knowledge creation, knowledge application, knowledge codification and knowledge retention. Although these types are, to some extent, interrelated and overlapping, and are cyclically interrelated, they are individually distinguishable because of their different foci. Each of these six KM processes is explained briefly below.

#### 2.2.1 Knowledge creation

Knowledge creation is a process in which new knowledge is created through the four sub-processes of

organizational knowledge creation theory on a continuous basis (Andreeva & Kianto, 2011; Collins & Smith, 2006; Nonaka & Takeuchi, 1995). Knowledge creation is the organization's ability to create and develop new and useful ideas and solutions regarding various aspects of organizational activities, from products and technological processes to managerial practices (Nonaka, 1991; Kianto and Andreeva, 2011). The four processes are socialization, combination, externalization, and internationalization (Collins & Smith, 2006; Lai et al., 2014; Nonaka & Takeuchi, 1995). Knowledge creation is a key factor in the organization to enabling sustained performance in not stable environments. Knowledge is created when an organization and its employees learn and innovate. Knowledge creating organizations will arrange for the development of potential and self-transcending knowledge to cultivate radically new insights (Scharmer, 2001) and promote innovation and idea development at all levels of the organization.

#### 2.2.2 Knowledge acquisition

Knowledge acquisition is organizational practices that aims at collecting information from extra organizational sources (Cohen and Levinthal, 1990; Zahra and George, 2002; Darroch, 2005). For collecting information external networks outside the organization and collaborative arrangements are important sources of knowledge for all types of organization. Especially customers are an important group from whom knowledge should be acquired if the organization is to succeed. For example, customer feedback systems, data mining, business intelligence and collaboration with partners and research institutions are characteristic of highly developed knowledge acquisition practices.

#### 2.2.3 Knowledge sharing

Knowledge sharing is donation and collection of knowledge among the different knowledge units in an organization (Becerra-Fernandez, Gonzalez, & Sabherwal, 2004; Nonaka, 1994). It is the behavior of workers to transfer their insights (Hooff & De Ridder, 2004). It can be categorized into formal vs. informal and donation vs. collection elements of knowledge. Knowledge sharing is the key for managing tacit knowledge. Therefore, organizations should also encourage frequent face to face communication and the creation of shared learning experiences, as well as build a knowledge-sharing culture (Nonaka and Takeuchi, 1995; Stähle and Grönroos, 2000; Carpenter and Rudge, 2003; Dalkir, 2005). Knowledge-sharing activities include informal communication, brainstorming sessions, mentoring and coaching (Filius et al., 2000). Tacit knowledge is embedded in human experiences and shared in social interaction. Although some tacit knowledge may be codified, much will remain tacit. As the only way to share it is in face-to-face interaction (Nonaka and Takeuchi, 1995). Knowledge sharing is more significant than knowledge generation as the knowledge bulks reside in an employee and are of no importance until those are shared and applied (Al-Husseini & Elbeltagi, 2015). Its

antecedents include the intrinsic and extrinsic incentives, social and organizational norms, organizational values, and top leadership support (Hsu, Ju, Yen, & Chang, 2007).

#### 2.2.4 Knowledge Application / Utilization

Knowledge utilization is also called knowledge implementation or knowledge application. It relates to responding to different types of knowledge an individual entity has within an organization (Gold, Malhotra, & Segras, 2001). Knowledge utilization is the application of knowledge that has been shared (Song, Bij, & Weggeman, 2005). It is new created knowledge, which becomes part of an organizational behavior and processes for the problem solving through assimilation (Chen et al., 2012). Knowledge utilization is more important than other processes of knowledge management because knowledge that is created and shared is of no importance until it is applied (Chen & Huang, 2009).

#### 2.2.5 Knowledge codification

Knowledge codification consists of the activities needed to codify tacit knowledge into explicit form, to store documented knowledge and to provide up-to-date documented knowledge to others in the organization (Filius et al., 2000). That is helpful for the re use and integration of knowledge, its codification and storage is also important. It is based on the availability of appropriate communication and information technology tools, platforms and systems, together with the related employee skills and the motivation to use them to make employee knowledge explicit and to codify and store it for use in company systems and documents. Ideally, employees should be equipped with information technology tools and platforms that facilitate the effective codification and storing of explicit knowledge in databases and manuals, as well as the search and transfer of this knowledge.

#### 2.2.6 Knowledge retention

Knowledge retention refers to activities related to manage personnel turnover and the associated loss of expert knowledge is a key strategic resource. Expert knowledge can be lost when employees leave the organization for one reason or another. As baby boomers retire, attracting and maintaining the best employees will become an even more pressing challenge with regards to knowledge retention.

### 2.3 Organizational commitment

Organizational commitment antecedents, correlates and consequences have been studied for many years in management and organizational psychology. Especially in today's competitive marketplace organizational commitment is an intriguing topic. In recent years' employees' physical, administrative and temporal attachments to organizations have weakened. Employees are more mobile and less dependent on their organizations (Grant et al., 2008). For enhancing high levels of employees' attachment to organizations practitioners and scholars search for new ways and give attention to this

topic. It is important both scholars and practitioners. While scholars want to increase their knowledge about psychological attachment, practitioners want to decrease absenteeism and turnover in their organizations previous researches have shown that organizational commitment is a strong antecedent of absenteeism and turnover. Organizational commitment can be defined as "the relative strength of an individual's identification with and involvement in particular organization." (Mowday, Steers and Porter, 1979). Organizational commitment can be described as a psychological connection employees possess defined by their desire to remain and sustain in an organization by accepting the organization's values and goals and cherishing them on a personal level (Hart and Willower, 2001). Organizational commitment defined as an employee's strong belief in and acceptance of an organization's goal and values, effort on behalf of the organization to reach these goals objectives and strong desire to maintain membership in the organization (Hunt & Morgan, 1994).

#### 2.3.1 Keeping up organizational image

Keeping up the organizational image is something the respondents did emotionally and symbolically. Individual emotional reflection means experiencing the tasks performed for the organization as worthwhile, meaningful and fulfilling a higher purpose, in the sense that they are directly useful to the organization.

##### 2.3.1.1 Emotionally

Experiencing a sense of pride, loyalty and worthwhile endeavor towards the organization. The experience of feeling privileged to be working in the banking organization at a higher level was a common factor among all informants. Feeling satisfied and privileged and being able to convey that feeling to others was deemed important.

A sense of oneness and putting the organization first. The importance of being sensitive to the demands of the system and organization, as well as submitting to prevailing values, is highlighted in this next quote. Realizing that the organization is greater than the individual is a way of reducing individual or personal importance in favor of the organization's importance:

When you first start you have to be very sensitive it takes time to get into the system and you have to be very sensitive to how things work here you're just a very small pawn when you get here.

##### 2.3.1.2 Symbolically

Demonstrating belonging via symbols, rank insignia and cultural traditions. External and internal symbolic reflection of the organization can be done through exhibiting symbols and rank insignia, such as service, branch and other badges as outward displays of belonging to the banking organization. Establishing cultural traditions and formal and informal social codes specific to the banking organization are further examples of symbolic reflection.

Building trusting relationships and organizational spirit. Another aspect highlighted as positive, which reflects the

idea of organizational image, is building trusting relationships and organizational spirit or team spirit. Strong ties among members create trusting relationships with each other and their organization, and loyalty to a common task. On an individual and team level, organizational spirit also contributes to shared organizational commitment, with humor and positive camaraderie as the two main ingredients.

### 2.3.2 Responding to organizational greediness

Responding to organizational greediness is partly about negative emotional response and partly about coping with attachments.

#### 2.3.2.1 Negative emotional response

Experiencing a sense of organizational loneliness due to the decisions you make, or loneliness because of your position in the hierarchy. Negative emotional response might surface as a perception of organizational loneliness. As a top level manager, you might be forced to make decisions that negatively impact on many individuals and isolate you as a person. Downsizing or reorganizing units is one example, resulting in a number of subordinates having to move or be made redundant. Another may be quite literal, inasmuch as the further you advance up the hierarchy, the lonelier you become.

Experiencing expectations of superhuman ability coupled with lack of feedback from top level bosses. Those expectations are embedded in the organization's demands and lead to the expectation that top-level management will always perform well. Nevertheless, feedback from higher level bosses is perceived as less forthcoming. Most of the informants had experienced a lack of appreciation or a "pat on the back", and the frustration of not receiving sufficient recognition characterized their emotional response to organizational greediness. It was felt that the organization gave no appreciation, no matter how well one performed, and that simply doing one's job was not enough either at higher organizational levels

High stress levels and work-related stress reactions. All informants confirmed that heavy work load was an organizational demand and that high stress levels and work related stress resulted from this. "If you work 60 to 70 hours a week and more or less every weekend, then clearly the work load is high." Exhaustion, physical symptoms and stress reactions may be individual responses to organizational greediness.

#### 2.3.2.2 Coping with attachments

Another way of coping with organizational greediness is through the establishment of various types of attachments or ties between the individual and the organization.

Constant state of readiness even when off duty is one of them. Being available to take calls while on vacation and having to take responsibility on behalf of the organization, no matter what time of day, is one way of tying individuals to their organizational tasks. The following quote testifies to the importance of recovering from stress, at the same time acknowledging the need for preparedness and a state of stand-by at all times if the organization requires it.

Acceptance of a hierarchical career system. The function of the career system in the organization is not just hierarchical and bureaucratic in the Weberian sense, it is also a method of tying ambitious individuals to the career ladder and assuming leadership challenges. In addition to the personal initiative involved in career development, there is trust in the system to make it happen all the same. Seen in the light of organizational greediness, a hierarchical career is offered in exchange for maximal attachment through commitment.

Acceptance of banking rotational cycle within the banking organization means moving individuals between roles after a few years. The banking rotational cycle is also partly linked to the career system. In the light of organizational greediness, this is yet another way of tying individuals to the organization to make maximal use of their competencies. The individual never has time to tire of his or her position and instead receives a new set of challenges every 4 to 6 years. It is also a natural way for the organization to keep its top management dynamic "alive and well":

An exclusive wish to remain in the organization and make a career of it is a way of creating ties between the organization and its members. Despite organizational demands and preparedness for life and death situations, the desire to remain is great for individuals in top level management, if they are not approaching pensionable age. Those with a number of years left are agreeable to staying on and climbing up the career ladder, or are content where they are because the system will look after them career-wise.

Acceptance of accommodation close to work but far from home is the last category in attachment and refers to the limitations on one's private life that come from living close to work. Such circumstances facilitate long working hours, much beyond the nine to five, and many choose to work as much as possible during the week, but then to be home with their families at the weekend. Having one's own apartment is not only an opportunity but also a way of limiting the personal sphere and a further example of organizational greediness. According to a number of our informants, being far removed from their families (all of them were married or married with children, author's remark) and private lives leaves little to do in the evenings apart from continuing to work

## 2.4 Job satisfaction

Job satisfaction can be defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector (1994). The concept of job satisfaction can contribute to psychological well-being at work place (Robbins et al., 2003). Job satisfaction refers to the state in which employees take pleasure from their work, or the positive and emotional state of the employee after appraisal of his or her job and performance (Shaikh et al., 2012).

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Job satisfaction is defining as the feelings or a general attitude of the employees in relation with their jobs and the job components such as the working environment, working conditions, equitable rewards, and communication with the colleagues (Glisson and Durick, 1988; Kim, 2005).

It has been claimed that job satisfaction is the most important and frequently studied attitude in organizational behavior research (Luthans, 2005). According to one of the most used definitions, it is “a pleasurable or positive emotional state resulting from the appraisal of one’s job experience” (Locke, 1976, p. 1300). Job satisfaction has been correlated with enhanced job performance, positive work values, and high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore, managers should be concerned with the level of satisfaction in their organization and the ultimate aim for those who organize and control workers is dissatisfaction (Spector, 2003). In addition, Spector explain that there must be a combination of the two-factors. Abraham Maslow (1970) developed one of the

best known theories of motivation; the Needs Hierarchy Theory. It states that within each individual there exists a hierarchy of five need levels. The needs range from basic or lower level needs to higher level needs. Whereby according to Maslow's Theory of Needs, human needs are never satisfied and they are always craving for more. This is due to after one's need to be fulfilled; other needs will emerge. Job satisfaction has been correlated with enhanced job performance, positive work values, and high levels of employee motivation and lower rates of absenteeism, turnover and burnout. Therefore, managers should be concerned with the level of satisfaction in their organization and the ultimate aim for those who organize and control workers is dissatisfaction (Spector, 2003).

### 2.5 Research Model

On the basis of literature review the following research model is proposed. The paper argues that the knowledge management, its six dimensions’ knowledge creation, knowledge acquisition, knowledge sharing, knowledge application, knowledge codification and knowledge retention and also organizational commitment and its two dimensions Keeping up Organizational image and Responding to organizational greediness improve the likelihood of employee job satisfaction. Job satisfaction, in turn, is related to high performance at both the individual and the organizational level

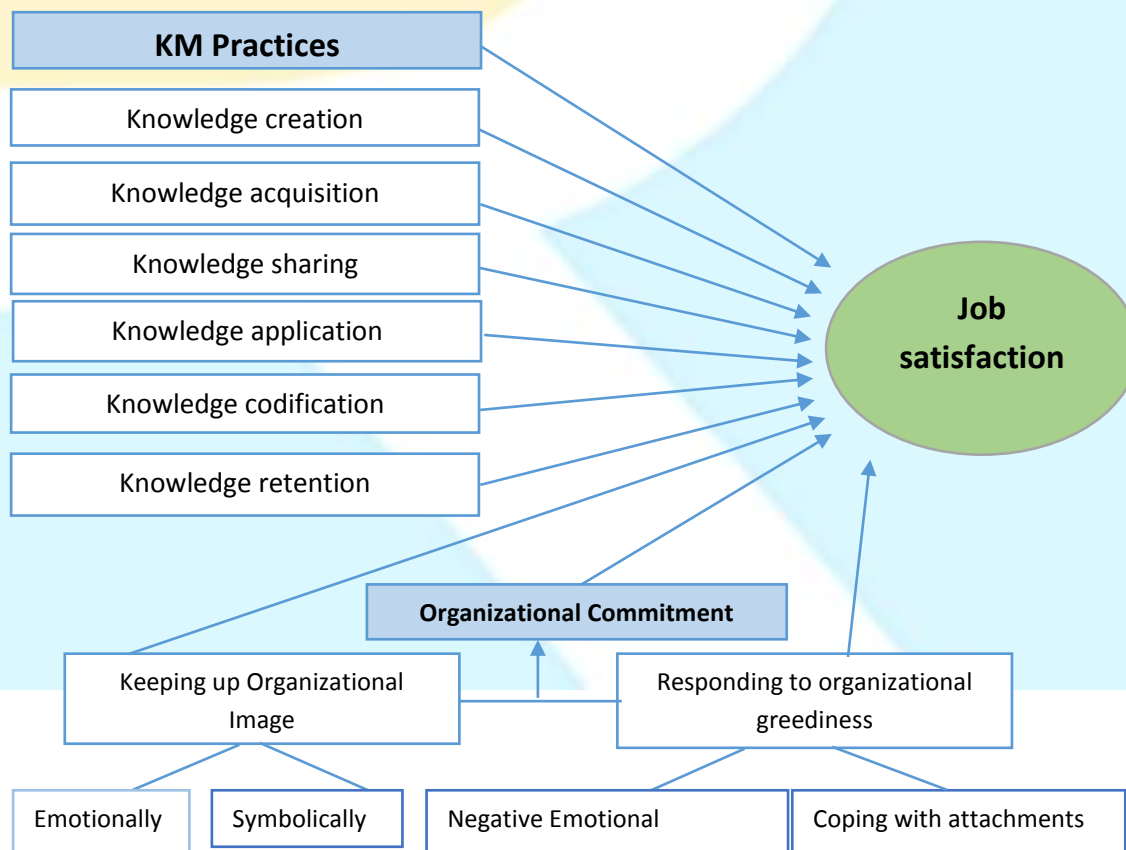


Figure 1

## 2.6 Hypothesis formulation

On the basis of proposed research model following hypothesis are developed to test the relationship between variables.

**Hypothesis 1:** Overall Knowledge Management enhance the employee job satisfaction.

**Hypothesis 2:** Knowledge creation enhance the employee job satisfaction.

**Hypothesis 3:** Knowledge acquisition enhance the employee job satisfaction.

**Hypothesis 4:** Knowledge sharing enhance the employee job satisfaction.

**Hypothesis 5:** Knowledge application enhance the employee job satisfaction.

**Hypothesis 6:** Knowledge codification enhance the employee job satisfaction.

**Hypothesis 7:** Knowledge retention enhance the employee job satisfaction.

**Hypothesis 8:** Overall Organizational Commitment enhance the employee job satisfaction.

**Hypothesis 9:** Keeping Up Organizational image enhance the employee job satisfaction

**Hypothesis 10:** Responding to organizational greediness enhance the employee job satisfaction

## 3. METHODOLOGY

### 3.1 Target Population and Sample Size

My target population is banking sector of Pakistan. The research data were collected from employees in a banking organization located all over the Pakistan. Convenience sample method is used to select the sample from targeted population. Sample size will be large to increase the validity and reliability of the research.

### 3.2 Data Collection Method

Quantitative study will be conducted through planned questionnaires. The questioner is already available about Knowledge Management Practices, Organizational Commitment and Job Satisfaction and update the questioner according to the need. Convenience sampling method is use to collect data. Face to face and online web based Questioner method is used to collect data form banking sector of Pakistan. Total 114 questioners were collected and 112 questioners consider good for analysis. 72 questionnaires are distributed face to face from which 48 questionnaires were collected in which three questioners is incomplete and 45 questioner consider good for further analysis. Online web based 68 questioners are filled by respondents in which one questioner is respond by out of targeted population. In total respondents 75.9 percent (85) are male and 24.1 percent (27) were female are 27. And respondents according to organization are as fellow Bank of Punjab 6.3 percent (7), HBL 18.8 percent (21), UBL 17 percent (19), Allied Bank 11.6 percent (13), MCB 10.7 percent (12), Meezan Bank 8 percent (9), NRSP Bank 7.1 percent (8), Kushhali Bank 6.3 percent (7), Tameer Bank 2.7

percent (3), JS Bank 0.9 percent (1), Bank al Habib Limited 1.8 percent (2), Summit Bank 1.8 percent (2), ZTBL 1.8 percent (2), Bank Alfalah 1.8 percent (2), Askari Bank 2.7 percent (3) and NBP were 0.9 percent (1).

### 3.3 Measures

Various statistical parameters will be used to measure the results numerically.

#### 3.3.1 Knowledge management

Knowledge management and Knowledge management practices were measured through five point like red scale from strongly disagree to strongly agree. Knowledge management is measured by asking respondents to answer a set of six items. Knowledge management examined its importance for the organization. Knowledge management practices Items were drawn from the Organizational Renewal Capability Inventory (ORCI) survey (Kianto, 2008). In which Knowledge creation scale have eight items. Knowledge creation items looked at the frequency and the basis of new idea development in different groups of activities. Knowledge acquisition scale have two items. The scale for knowledge acquisition examined the importance and fluency of knowledge acquired from extra organizational sources. Knowledge sharing scale have seven items. Knowledge sharing scale addressed horizontal knowledge flows inside the organization. Knowledge codification scale have five items. Knowledge codification items identified the amount of storage and documentation and the scope of knowledge repositories. Knowledge retention scale have three items. Knowledge retention addressed the continuity and preservation of knowledge within the organization. Knowledge application / utilization were measured were measured by asking the respondents to answer four items through five point likered scale from strongly disagree to strongly agree scale were adapted from Darroch (2003); Gold et al. (2001).

#### 3.3.2 Organizational commitment

Organizational commitment and its dimensions were measured by asking the respondents to answer on five point like red scale from strongly disagree to strongly agree. Organizational commitment scale has seven items that are drawn from "Sue Hayday, IES Research Fellow" Organizational commitment addressed the how much level employee committed with organization. Keeping up organizational image scale have seven items and Responding to organizational greediness scale have eleven items. Items were drawn from "Job satisfaction as a form of organizational commitment at the military strategic level by Aida Alvinus and Eva Johansson, 2017" that were qualitative study and their interview questions are converted in to small and understandable statements for conducting the qualitative study on five point like red scale.

#### 3.3.3 Job satisfaction

To measure job satisfaction used a three-item composite. Typically, job satisfaction measures focus either on

overall satisfaction or on specific facets of satisfaction, e.g., pay, supervision or co-workers (Scarpello and Campbell, 2006). The authors wanted to explore general attitudes towards jobs and, therefore, focused on overall satisfaction. Job satisfaction was measured directly and indirectly, making use of items adopted from Hackman and Oldham (1975).

0.939	63
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### 3.4 Control Variables

Eight variables respondent's age, gender, material status, income, education, organization name, tenure at present job and tenure at present organization were used as control variables in order to eliminate the effects they might have had on job satisfaction.

Data shows the consistency and highly reliability for further testing because Cronbach's Alpha value is 0.939 which is above than a trash hold 0.7 value. According to the Reliability test, all the constructs showed a value above the threshold (0.7, as adopted by Bagozzi and Yi, 1988). This means that they were all related to their specific constructs, verifying the suggested relationships between the indicators and constructs.

## 4. RESULTS

Analysis are done through SPSS V20-32bit. The first step is to apply the general tests screening the data for identifying and removing the error and then specific test are applied to assess the reliability and validity of the measurement model. The structural model is used to test the hypotheses.

### 4.2 Correlation

To test the hypothesis and know about their relationship between variables correlation analysis is done through SPSS V20-32bit. The connections between job satisfaction, KM processes and organization commitment were examined using correlation analysis. Table presents the mean and standard deviations and provides a correlation matrix. The results demonstrate that all KM process variables and Organization Commitment and its dimensions had a significant relation with employee job satisfaction, and with each other. This indicates and supports the study's expectations of interconnectedness between KM processes, organization commitment and job satisfaction.

### 4.1 Reliability

Table: 1 Reliability Statistics

Cronbach's Alpha	N of Items
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Table: 2 Correlation Matrix

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
JS	3.8929	.59564										
KM	4.0491	.53254	.678**									
KC	4.0190	.73334	.470**	.518*								
KA	3.9911	.68439	.539**	.634*	.500**							
KS	4.0778	.51557	.575**	.677*	.502**	.575**						
K App	4.0915	.57637	.593**	.632*	.459**	.470**	.660**					
K Codi	4.1196	.52296	.549**	.644*	.537**	.567**	.727**	.643**				



KR	4.0208	.64574	.615**	.645*	.477**	.595**	.703**	.614**	.725**			
OC	4.0676	.54405	.673**	.623*	.454**	.594**	.675**	.583**	.650**	.674**		
KupOI	4.1199	.46954	.631**	.667*	.468**	.546**	.693**	.587**	.595**	.650**	.710**	
ROG	3.9651	.57005	.487**	.514*	.439**	.612**	.588**	.460**	.577**	.600**	.621**	.522**

Note: \*\*Correlation is significant at the 0.01 level

### 4.3 Regression

The path model was estimated to reflect the proposed relationships between KM processes and job satisfaction to test the hypotheses. The path estimates from the KM processes and organization commitment to job satisfaction supported most of the hypotheses. The paths from Knowledge management (H1), knowledge creation (H2), knowledge acquisition (H3), knowledge Sharing (H4), knowledge application (H5), knowledge codification (H6) knowledge retention (H7), organizational commitment (H8), and Responding to organizational greediness (H10) to job satisfaction were

as hypothesized. Knowledge management (B = 0.678, P = 0.01), knowledge creation (B = 0.470, P = 0.000), knowledge acquisition (B = 0.539, P = 0.000), knowledge Sharing (B = 0.575, P = 0.002), knowledge application (B = 0.593, P = 0.000), knowledge codification (B = 0.549, P = 0.001), knowledge retention (B = 0.615, P = 0.000), organizational commitment (B = 0.673, P = 0.005), and Responding to organizational greediness (B = 0.487, P = 0.000) each had a significant positive impact on job satisfaction. The research model also predicted direct paths from Keeping up Organizational image (H9) to job satisfaction. However, this hypothesis was not supported.

Table: 3

Testing the Research Model					
Path		R <sup>2</sup>	Beta	t-value	
Knowledge Management	→ Job Satisfaction	0.455	0.678	2.570	
Knowledge Creation	→ Job Satisfaction	0.213	0.470	8.450	
Knowledge Acquisition	→ Job Satisfaction	0.291	0.539	6.713	
Knowledge Sharing	→ Job Satisfaction	0.325	0.575	3.197	
Knowledge Application	→ Job Satisfaction	0.346	0.593	4.226	
Knowledge Codification	→ Job Satisfaction	0.301	0.549	3.497	
Knowledge Retention	→ Job Satisfaction	0.372	0.615	5.709	
Organization Commitment	→ Job Satisfaction	0.447	0.673	2.832	
Keeping up organizational Image	→ Job Satisfaction	0.392	0.631	1.532	
Responding to organizational greediness	→ Job Satisfaction	0.231	0.487	5.377	

Notes: \*\*\*Significance  $\_ 0.005$ ; \*significance  $\_ 0.05$

## 5. DISCUSSION

Of the six knowledge management processes and two organizational commitment dimensions examined in this study, all six knowledge management process have strong positive and significant impact on employee job satisfaction. Also Organization commitment and its one dimension have strong positive and significant impact on employee job satisfaction. Only one dimension of organizational commitment had no connection to employee job satisfaction. Based on this study, therefore, it seems that Keeping up organizational image is not factors that affect employee job satisfaction. This might be because of the context of the study. It is possible that the nature of the work load, organizational culture trends and work pressure of their assigned targets carried out in banking sector. Such activities are not encouraged by either support or reward to the employees and does not motivate or emotionally attached the employees with the organization. Consequently, they have no effect on job satisfaction. However, all six knowledge management process (knowledge creation, knowledge acquisition, knowledge sharing, knowledge application, knowledge codification and knowledge retention), overall organizational commitment and its one dimension (Responding to organizational greediness) had connections with job satisfaction. Specifically, the results indicate that intra organizational knowledge sharing is the key knowledge management process, promoting job satisfaction for most employee groups. Knowledge-sharing mechanisms are probably the most intensively studied facet of knowledge management, which seems to be well justified also from the perspective of well-being at work. Support and encouragement, and a positive work climate, seem to be strong enablers of employee job satisfaction as well as high job performance.

The results also demonstrate that the significant knowledge-based promoters of job satisfaction differ as a

function of job characteristic. Judging by the large amount of variance in job satisfaction accounted for by knowledge management issues, it appears that KM is especially important in ensuring positive attitudes towards work for employees. This is understandable because their work mostly relates to coordinating activities between different resources within the organization (Nonaka and Takeuchi, 1995). Internal knowledge sharing and knowledge retention knowledge codification, knowledge application and knowledge acquisition were the key processes that improved job satisfaction. As problem solving is a central characteristic of work, it could be argued that experts find satisfaction in being able to share the solutions they have produced with others and in seeing how they impact organizational functioning. Although knowledge acquisition, knowledge creation, knowledge codification, knowledge application, and knowledge retention also play an important part in work, they do not increase their job satisfaction, according to the results of this study.

The results also demonstrate that Organizational commitment and its one dimension responding to organizational greediness have also lead to the employee job satisfaction. In Organizational commitment negative emotional responses, coping with attachments and career commitment in the organization leads to respond the employee to organizational greediness. This all because of coping with attachments of employees and their career commitment are the most important factors in organization commitment that were lead to organizational commitment.

On the basis of analysis results and discussion we have accept the nine hypothesis that have the strong positive and significant impact on the employee job satisfaction in banking sector of Pakistan and rejected one hypothesis that have positive impact on job satisfaction but insignificant.

Table: 4

Hypothesis	Rejected/ Accepted
Hypothesis 1 Overall Knowledge Management enhance the employee job satisfaction.	Accepted
Hypothesis 2: Knowledge creation enhance the employee job satisfaction.	Accepted
Hypothesis 3: Knowledge acquisition enhance the employee job satisfaction.	Accepted
Hypothesis 4: Knowledge sharing enhance the employee job satisfaction.	Accepted
Hypothesis 5: Knowledge application enhance the employee job satisfaction.	Accepted
Hypothesis 6: Knowledge codification enhance the employee job satisfaction.	Accepted

Hypothesis 7: Knowledge retention enhance the employee job satisfaction.	Accepted
Hypothesis 8: Overall Organizational Commitment enhance the employee job satisfaction.	Accepted
Hypothesis 9: Keeping Up Organizational image enhance the employee job satisfaction	Rejected
Hypothesis 10: Responding to organizational greediness enhance the employee job satisfaction	Accepted

## 6. CONCLUSION

While the impact of organizational commitment on employee job satisfaction and impact of knowledge management has typically been studied individual in terms of the benefit it brings to organizational level performance, very few previous studies have examined the impact of organizational commitment and knowledge management on “soft” human issues from the perspective of individual employees. This study provides knowledge on a type of consequence of organizational commitment, knowledge management and job satisfaction that has been largely unexplored in previous research.

The key finding is that the existence of organizational commitment and knowledge management processes in the working environment is linked to high job satisfaction. Consequently, this study demonstrates a novel benefit of KM for organizations, strengthening the argument that KM is an important driver of value creation, organizational competitiveness and success (Carneiro, 2000; Bhatt, 2001; Zack *et al.*, 2009; Andreeva and Kianto, 2012). Overall, this demonstrates organizational commitment and knowledge management process as a novel organizational practice which promotes employee job satisfaction. Thus, knowledge management an organizational commitment can be added to the toolbox of managers, consultants and other organizational developers attempting to improve and keep motivate the employee and good conditions for well-being at work.

### 6.1 Implications

The results of this study has illustrate that organization commitment and knowledge management has a strong impact on employee job satisfaction. It should therefore encourage managers to implement knowledge management and organization commitment activities in their organizations, to keep motivate and committed with their job and organization and also both to improve knowledge worker performance and well-being at work. In addition, the results demonstrate that different employee have different phycology and their benefit from different kinds of organizational commitment activities. The paper, therefore, provides guidelines for a targeted implementation of organizational commitment and knowledge management in different intra-organizational working environments.

By demonstrating that the benefits of organization commitment and knowledge management differ as a function of employee, the paper supports moving

organization commitment and knowledge management research to the next stage where the impact of organization commitment and knowledge management practices can be explored not as a “one size fits all” phenomenon but rather as a contingent and contextual issue, capabilities, and employee retention taking into account the requirements and characteristics of the various types of tasks conducted in an organization.

### 6.2 Contribution

In pervious all research papers most of the researcher consider two or three factors of knowledge management practices only one researcher considers the five factor which are knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification and knowledge retention. But in this research paper me consider six factors of knowledge management which are knowledge acquisition, knowledge sharing, knowledge creation, knowledge application, knowledge codification and knowledge retention. Six factor that I am consider is knowledge application that is most important in knowledge management practices because knowledge application knowledge management process is incomplete and organization did not get an advantage over their competitors in a market and without knowledge application organization did not update their system according to need and requirement of modern organization and did not introduce the innovative services to their customers.

Previous researcher did not consider the organization commitment and knowledge management factors at a time to done their research to examine the relationship between organization commitment, knowledge management and employee job satisfaction. In this research I have done a research by considering the variables organizational commitment, knowledge management and employee job satisfaction to examine their relationship. In organizational commitment most of the researchers just consider the normative commitment, affective commitment or career commitment but I have done the research in a new way and by considering the factors keeping up organization image and responding to organizational greediness.

### 6.3 Limitations

First limitation of the study has that respondents hesitate to share right information that would might be effects on variables. Second limitation was that this study design was cross-sectional, it is only possible to hypothesize the direction of the impact of knowledge management

processes, organization commitment and employee job satisfaction. It could be argued that those employees who feel satisfied with their jobs are more likely to engage in knowledge activities than those who do not feel so positively about their work (cf. De Vries et al., 2006). Longitudinal research setting might be impact on the results of the study. The third limitation of the study relates to the lack of an empirical analysis of work performance. This study makes the assumption that employee job satisfaction ultimately leads to high performance, based on the extensive empirical research available on this topic (e.g., Cranny et al., 1992; Judge et al., 2001; Springer, 2011; Shaikh et al., 2012; Quedraogo and Leclerc, 2013).

#### 6.4 Recommendations for Future Research

This paper has examined the relationship between knowledge management, its practices knowledge acquisition, knowledge sharing, knowledge creation, knowledge application, knowledge codification and knowledge retention, organizational commitment its dimensions Keeping up organizational image and Responding to organizational greediness and job satisfaction. As such it only has provided an initial perspective on the topic and much more research remains to be done in order to deepen understanding. Potential fruitful avenues for future research include looking at knowledge types as contingency variables. Adding closely related issues to the research model, organizational capabilities and skills of knowledge management, other factors of organizational commitment and work engagement, could also prove valuable. Future research could also be done through adding closely related issues employees' retention on their job through employee job satisfaction that is the major problem that banks faced today to retain employees on their jobs. Future research could also be an interesting topic for future research if knowledge management processes, job satisfaction and knowledge work performance are added in research model.

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**ANNEXURE**  
**Questioner**

**Job Satisfaction Questionnaire**

**Dear Sir / Madam**

Please give you're most thoughtful and honest answers. The survey will take about 10 minutes to complete. All responses, once received are completely confidential and reported in summary format. If you would like to receive the result of this survey, please indicate in the end of questionnaire.

Thank You for Your Assistance.

If you have any questions about this survey, please feel free to contact me via e-mail

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**SECTION: 1 BASIC INFORMATION**

1. Gender: (1) Male, (2) Female

2. Age: (1) 20-25 years (2) 26-30 years (3) 31-35 years (4) 36-40 years (5) > 41 years

Marital status: (1) Single (2) Married

Highest level of education: (1) High school (2) Bachelor (3) Master (4) PhD (5) other

How long have you been at this present job? (1) 1-5 years (2) 6-10 years (3) 11-15 Year  
(4) 16 and above years

Monthly Income \_\_\_\_\_? (1) 10K – 25K (2) 26K – 40K (3) 41K – 55K (4) Above 55K

How long have you been present in this organization?

(1) 1-5 years (2) 6-10 years (3) 11-15 Year (4) 16 and above years

Name of your organization? \_\_\_\_\_

**Instructions for Section 2**

Please tick for the most appropriate responses / answer in respect of the following items.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**SECTION: 2 VARIABLES AND THEIR ITEMS**

Concepts and Items					
<b>1 Job Satisfaction</b>					
I enjoy my work very much.	1	2	3	4	5
I can recommend my employer to others.	1	2	3	4	5
There is a lot of room for improvements in the general satisfaction of our work community.	1	2	3	4	5
<b>2 Knowledge Management</b>					
The KM system helps in fast and better decision making related to do your job.	1	2	3	4	5
KM helps in enhanced productivity or service quality.	1	2	3	4	5
KM makes it easy to enter different market types internationally	1	2	3	4	5
KM helps in increased innovation by the employees.	1	2	3	4	5
KM results in enhanced collaboration within the organization.	1	2	3	4	5
KM helps to address the communication gap in the organization among different departments.	1	2	3	4	5
<b>2.1 Knowledge Creation</b>					
Information about the status, results and problems of different projects is easily available.	1	2	3	4	5

Employees are encouraged to seek information actively outside the organization.	1	2	3	4	5
My organization constantly gathers information about the external operating environment.	1	2	3	4	5
Our organization actively collects development ideas.	1	2	3	4	5
Our organization develops new methods for sharing knowledge (e.g. blogs, discussion forums) and encourages using them.	1	2	3	4	5
Middle management facilitates sharing knowledge between staff and top management.	1	2	3	4	5
Customers often participate in our innovation processes (i.e., in developing a new product or service or other solution).	1	2	3	4	5
We have learning groups, where members can discuss their work experiences and problems.	1	2	3	4	5
<b>2.2 Knowledge Acquisition</b>					
I easily find information needed in my work from sources outside my organization.	1	2	3	4	5
I get much important information from collaboration partners outside my organization.	1	2	3	4	5
<b>2.3 Knowledge Sharing</b>					
Communication with other members of my work group is efficient and beneficial.	1	2	3	4	5
My colleagues are open and honest with each other.	1	2	3	4	5
Our staff is interactive and exchanges ideas widely across the organization.	1	2	3	4	5
I find it easy to communicate and co-operate with employees from other organizational units and functions.	1	2	3	4	5
There is a mutual understanding between the various organizational units and functions.	1	2	3	4	5
Our staff shares information and learns from each other.	1	2	3	4	5
Different opinions are respected and listened to in this organization.	1	2	3	4	5
<b>2.4 Knowledge Application</b>					
Our company responds quickly to customers' requirements	1	2	3	4	5
Our company responds quickly to changing technology	1	2	3	4	5
Our company responds quickly to competitors actions	1	2	3	4	5
Our company is flexible and opportunistic by readily changing our products, services processes and strategies	1	2	3	4	5
<b>2.5 Knowledge Codification</b>					
I easily find the documents and files needed in my work.	1	2	3	4	5
Previously made solutions and documents are easily available.	1	2	3	4	5
Electronic communication (e.g., e-mail) is smooth in my work.	1	2	3	4	5
Our organization has efficient and appropriate information systems.	1	2	3	4	5
Information systems are exploited efficiently.	1	2	3	4	5
<b>2.6 Knowledge Retention</b>					
When an experienced employee leaves, they are encouraged to transfer and distribute their knowledge to others.	1	2	3	4	5
Mentoring and coaching are used for familiarizing new employees to their tasks	1	2	3	4	5
This organization encourages sharing information with colleagues.	1	2	3	4	5
<b>3 Organizational Commitment</b>					
I tell my friends this is a good organization to work for	1	2	3	4	5
I feel very little loyalty to this organization.	1	2	3	4	5

I would accept almost any type of job assignment in order to keep working for this organization	1	2	3	4	5
I find that my values and the organization's values are very similar.	1	2	3	4	5
I understand how my job contributes to the organization's goals and objectives	1	2	3	4	5
I am proud to tell others that I am part of this organization.	1	2	3	4	5
I am willing to put in a great deal of extra effort to help this organization be successful.	1	2	3	4	5
<b>3.1 Keeping up Organizational Image</b>					
I enjoy discussing my organization with people outside it.	1	2	3	4	5
I really feel as if this organization's problems are my own.	1	2	3	4	5
I am proud to tell others that I am part of this organization.	1	2	3	4	5
Cultural traditions are follows within the organization.	1	2	3	4	5
Demonstrating belonging via symbols and your rank in hierarchy exist in organization.	1	2	3	4	5
Your relationship with your boss is trusty full.	1	2	3	4	5
Your relationship with your subordinate is trusty full.	1	2	3	4	5
<b>3.2 Responding to organizational greediness</b>					
I feel emotionally attached to this organization.	1	2	3	4	5
Deciding to work for this organization was a mistake on my part.	1	2	3	4	5
I feel strong sense of belonging to my organization due to my position in hierarchy	1	2	3	4	5
There's not much to be gained by staying with this organization indefinitely.	1	2	3	4	5
Top level managers will not provide a feedback on your work performance.	1	2	3	4	5
If you work 60 to 70 hours a week more are less every weekend than clearly work load is high.	1	2	3	4	5
Are you ready to work for your organization even when off duty.	1	2	3	4	5
Working in my current profession is important to me for getting a higher positions in organizations.	1	2	3	4	5
Is rotational cycle within the organization at different positions is good for your career	1	2	3	4	5
I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
Are you prefer accommodation close to work but far from home	1	2	3	4	5