IMPACT OF KNOWLEDGE MANAGEMENT PRACTICES ON EMPLOYEE'S JOB SATISFACTION: A STUDY ON HOTELS IN EASTERN INDIA

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ABSTRACT

This study aims to assess the relationship between knowledge management (KM) practices including knowledge acquisition, sharing, development, and retention with employees' job satisfaction. The research also intends to identify the knowledge management practises that are most strongly associated with job satisfaction as well as the parts of knowledge management have the biggest impact on job satisfaction.The current research paper focuses on 400 respondents who worked in seven hotels in eastern India that are in the five-star category and their replies to 30 assertions about Knowledge Management Practises and Employee Job Satisfaction. Utilising descriptive statistics, Pearson's correlation coefficient, regression analysis, and ANOVA, the projected relationship between KM Practises and employee job satisfaction was investigated. This study provides unequivocal proof that the four KM activities such as knowledge sharing, knowledge acquisition, knowledge creation, and knowledge retention are all highly related to employees' job satisfaction, with knowledge sharing serving as the most significant variable.

KEY WORDS: Knowledge management, Job satisfaction, hotels, knowledge sharing, knowledge acquisition knowledge creation and knowledge retention.

1. INTRODUCTION

Knowledge management (KM) is an organization's innovation strategy intended to increase employee satisfaction. Beccera-Fernandez & Sabherwal (2010) claim that the core of knowledge management (KM) is the organisation and dissemination of essential information whenever and wherever it is needed. Previous studies conducted by Torabi et al. (2016), Khanal & Santosh (2017), Mohammad Q. & Ahmad Al- Qarioti (2015) have demonstrated the relationship between knowledge management (KM) and performance. A company's level of employee pleasure at the time of implementation may be impacted by effective knowledge management. The relationship between knowledge management and job satisfaction has already been demonstrated by Nor Khadijah Alias et al. (2017) and others.

Togia et al. (2004) claim that a number of factors, including pay, opportunities for growth, the workplace atmosphere, and other factors, affect how satisfied employees are with their jobs. A lack of communication regarding the sharing of information was shown to be one of the causes of employee dissatisfaction with their workplace, according to past studies that looked into the issue. Employee dissatisfaction with their workplace consequently has an impact on both organisational and employee performance. There hasn't been much research done on the connection between knowledge management techniques and job satisfaction among employees.

The hotel industry has been the centre of our attention because of how much it has contributed to the growth of the global economy. The hotel sector also differs from other service sectors in how it responds to the environment and employs managerial techniques. The growth of the global economy is also seen to be significantly influenced by the hotel business. All five-star hotels in India are required to abide by the standards established by the Hotel & Restaurant Approval & Classification Committee (HRACC).

It has been agreed that this study would concentrate on the relationship between Knowledge Management (KM) practises and employees' job satisfaction, specifically within certain hospitality industries, because there is little research in this field. We have attempted to validate a model in this study with the aid of hotel employees' impressions of KM practises and their job satisfaction, which will provide insight into a more thorough understanding. It will also help hotel owners create plans depending on how their staff members respond to certain KM practises.

2. LITERATURE REVIEW:
2.1: KNOWLEDGE MANAGEMENT (KM) PRACTICES:

This research can use a number of definitions of KM practises. In order to increase an organization's performance, Skyrme & Amidon (1997) defined knowledge management (KM) as the procedures involved in creating, capturing, distributing, and utilising information. A company's internal knowledge can be improved through information management, which also provides opportunities for learning, promotes knowledge sharing, and facilitates communication amongst employees. Prusak and T. H. Davenport 1998. Knowledge creation, information storage, and knowledge sharing are all part of the knowledge management (KM) process, according to White (2004).

2.2 KNOWLEDGE CREATION:

By Nonaka's definition of "knowledge creation" (2008), an organization's capacity to conceive and produce novel ideas about certain organisational functions. The production of knowledge that is used by the company is one of the most important factors (Eisenhardt & Martin, 2000) for maintaining organisational success. In the company described by Otto Scharmer in 2001, this knowledge encourages people to comprehend and learn new information while also boosting innovation.

2.3 KNOWLEDGE RETENTION:

Knowledge retention is categorically identified as a strategic asset that contributes to reducing and managing the issue of personnel turnover and knowledge loss. The expected knowledge will be lost once the employee leaves the organisation if the association does not take steps to acquire it. Because of knowledge retention, it got harder and harder for businesses to hang onto their top employees when they left. The business must regularly assess the knowledge to ensure that knowledge retention initiatives are working. Additionally, it is crucial for a company to gather and preserve the expertise of its employees to prevent loss and deterioration of such knowledge.

2.4 KNOWLEDGE ACQUISITION:

Knowledge acquisition refers to organisational procedures intended to gather data from sources outside of the company (Cohen and Levinthal, 1990; Zahra and George, 2002). All types of organisations can benefit from the knowledge that external networks and cooperative relationships can provide. If an organisation wants to prosper, it must learn from its customers, who represent an extremely significant group. Systems for collecting consumer feedback, data mining, business intelligence, and teamwork with collaborators and research institutions are a few examples of highly developed knowledge acquisition practises. Darroch (2005) asserts that knowledge acquisition aims to amass extra-organizational information sources that represent organisational practises. Additionally, the first stage of KM is referred to as knowledge acquisition. The main sources of this strategy are collaboration and the organisation of the company's external network. In addition, the first stage of knowledge management is information gathering.

2.5 KNOWLEDGE SHARING:

Sharing knowledge refers to the method by which knowledge, whether explicit or implicit, is passed on to others. Information sharing is one of the most crucial practises to apply when an organisation improves its knowledge management, according to a 2002 study by Bock and Kim. Ismail and Yusof (2009) define knowledge sharing as the act of making information available to others.

2.6 JOB SATISFACTION:

The degree to which people appreciate (satisfaction) or detest (dissatisfaction) their occupations can be referred to as job satisfaction, according to Spector (1994). The idea of job satisfaction may support psychological health at work (Robbins et al., 2003).

According to Shaikh et al. (2012), job satisfaction is the emotional and pleasant condition that employee is in after being evaluated on their job and performance. It also refers to the state in which they enjoy what they do for a living. It is the culmination of a person's sentiments and thinking about their present circumstances.

On the enjoyment spectrum at work, there might be extremes of both extremes. People that are happy in their jobs have joyful, upbeat attitudes, according to Jain et al. (2007). Job satisfaction is a crucial aspect that companies frequently consider. The most common measurement method is the use of rating scales on which employees describe their responses to their jobs. Parvin and Kabir (2011).

Job satisfaction and employee well-being are related concepts. Employee well-being, according to Grant et al. (2007), is the overall standard of a worker's experience and performance at work. The term incorporates the psychological, bodily, and social components of well-being. Performance at the individual and organisational levels depends heavily on one's level of well-being. Underperformance, absenteeism, presentism, sick leave, and turnover are all effects of poor well-being (Baptiste, 2008).

Job satisfaction is related to the concept of motivation (Vroom, 1964; Herzberg et al., 1959; Maslow, 1954), where the source of job satisfaction is particularly related to social acceptance, self-esteem, and self-actualization, which are at the top of Maslow's hierarchy of needs. According to Vroom's expectation theory, which dates back to 1964, a combination of situational and personality factors might increase job satisfaction. Expectations are built on the worker's conviction that effort will result in a high performance, which will then lead to a reward. Organisational commitment, which can be defined as an attachment to the organisation, is another idea closely related to job satisfaction. It is characterised by an intention to stay in the organisation, identification with its values and goals, and a willingness to put forth extra effort on its behalf (Porter et al., 1974).

According to Meyer et al. (2004), commitment keeps a person tied to a company and lessens the chance of turnover. Organisational commitment is greatly influenced by job satisfaction, as research has shown (Bolon, 1997).

2.7 RELATIONSHIP BETWEEN KNOWLEDGE MANAGEMENT PRACTICES AND JOB SATISFACTION:

Numerous previous studies on the subject of the connection between knowledge management practises and employee job satisfaction were revealed. A number of theories (Bektas and Soylu, 2008; Singh & Sharma, 2011; Abdullateef, Muktar, Yusoff and Ahmad, 2014; and Alamahamid et al., 2015) have shown the connection between KM practises and employee work satisfaction. (2010). Numerous quantitative methods and sampling approaches have been used in these research.

In order to evaluate the relationship between KM and job satisfaction, Lee and Chang (2007) conducted study on the employees in the electric wire and cable industry in Taiwan.

They found a positive correlation between the two. Alamahamid et al. (2010) used a sample of 160 Jordanian employees to investigate the impact of information sharing on employee job satisfaction and discovered that knowledge sharing practises significantly impacted employee job satisfaction.

Additionally, research conducted on Indian telecoms by Singh and Sharma (2011) shows a positive correlation between knowledge management and employee work satisfaction. Khoualdi Kameo and Ohoud Saleh (2015) conducted a different study to assess the impact of KM on job satisfaction. This study found a very positive and statistically significant correlation between each knowledge management approach and job satisfaction. Khanal and Santosh's (2017) research has demonstrated a strong correlation between employee performance and job satisfaction and the KM component process.

Hussin, N., et al. (2018) conducted a recent study and discovered a link between knowledge management (KM) practises and job satisfaction among staff members of one academic library at a renowned Malaysian institution of higher learning. The study showed that knowledge acquisition, knowledge interchange, and information retention are the main elements affecting employees' job satisfaction. Rahmayanto et al.'s 2019 empirical study found that job satisfaction can lessen the negative effects of knowledge management on employee performance.

3. DEVELOPMENT OF CONCEPTUAL MODEL:

The theoretical framework was created by putting various past studies to use (figure 1). the dependent variable is employee job satisfaction, while the independent variable is "KM practises" (knowledge sharing, knowledge acquisition, knowledge creation, and knowledge retention).
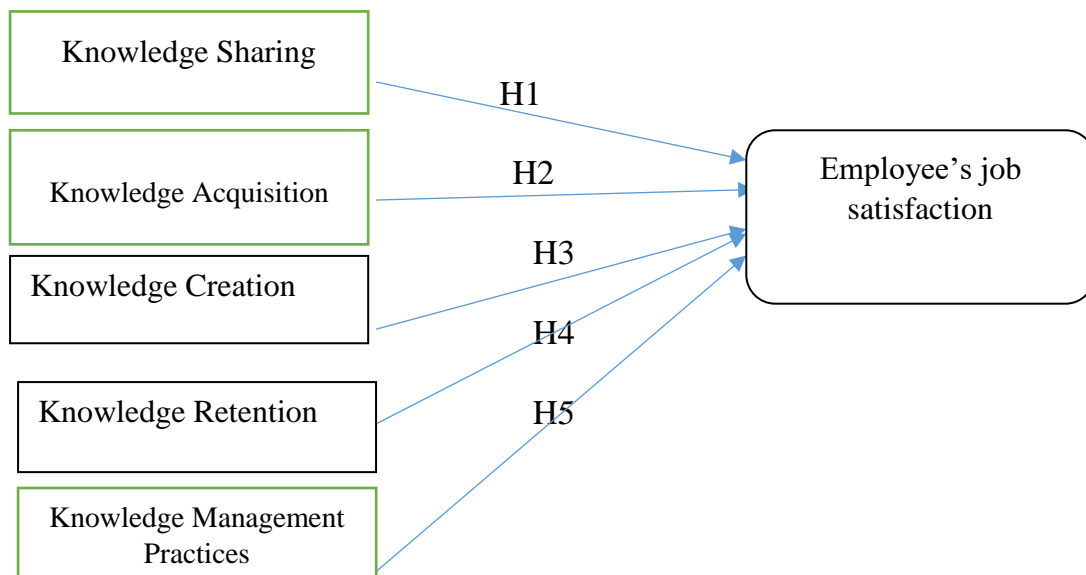

Fig: 1: Conceptual Framework

Source: Authors

4. HYPOTHESIS DEVELOPMENT:

Following hypotheses are formed in view of Figure 1:

H1: There is an association between knowledge sharing and employee job satisfaction.

H2: There is an association between knowledge acquisition and job satisfaction.

H3: There is an association between knowledge creation and job satisfaction.

H4: There is an association between knowledge retention and job satisfaction.

H5: There is a relationship between knowledge management practices and job satisfaction.

5. OBJECTIVES OF THE STUDY:

The study has the following primary objectives

- To examine the relationship between employee job satisfaction and knowledge management practises such knowledge sharing, knowledge acquisition, knowledge creation and knowledge retention.
- To identify the knowledge management techniques that are most essential for improving hotel employees' job satisfaction.

6. METHODS AND MATERIALS:

6.1 RESEARCH DESIGN:

A survey of 400 hotel employees was done within the specified hotel sectors in Eastern India. For the purposes of the study, the researcher selected a convenience sample design using non-probability sampling.

6.2 SAMPLE SIZE AND POPULATION:

The target group of the study consists of middle-level managers in the chosen hotels. Four hundred middle-level managers working in hotels were used as a sample for the analysis. The researcher employed Likert scales for all of the study's variables, using a range of 1 for "Strongly Disagree" and 5 for "Strongly Agree." Regression analysis is used to evaluate data and reveal the influence of independent factors on the dependent variable.

6.3. MEASURING INSTRUMENT:

A questionnaire was created to gather essential data from the target group based on technologies that had already been used and validated. In order to make earlier strategies work for the study, modifications were made to them.

7. DATA ANALYSIS & FINDINGS:

7.1 DEMOGRAPHIC PROFILE ANALYSIS:

The table that follows contains information on the demographics, which includes gender, age, tenure, and education;

Table 1: Demographic Profile Analysis

Variable	Category	Frequency	Percentage
Gender	Male	280	70
	Female	120	30
Age	25 and Below	5	1.25
	26-35	256	64.0
	36-45	124	31.0
	46-55	15	3.75
Tenure	< 1 year	82	20.5
	1 -3 Years	148	37.0
	4 -6 Years	78	19.5
	6 -9 Years	54	13.5
	10 & > 10 Years	38	9.5
Education	Bachelor	275	68.75
	Masters	115	28.75
	PhD	10	2.50

Source: field survey.

The male middle level managers responded appropriately and demonstrated greater curiosity (70%) than the female middle level managers. It should be noted that the majority of respondents (64%) were young, with the majority of them falling between the ages of 26 and 30. The young male and female managers (37%) had experience of three years or less. The majority of responders had finished their graduate or undergraduate degrees. Young and enthusiastic, the study's participants were found to have contributed positively to this research study by providing thoughtful comments.

7.2: DESCRIPTIVE STATISTICS:

Table 2 below shows the descriptive statistics for the research variables. The mean score for the independent variable "knowledge sharing" is 4.780, which is the highest possible value. The mean scores for the other independent variables are respectively, 3.792 for knowledge

acquisition, 3.551 for knowledge retention, and 3.414 for knowledge creation. The dependent variable's employee job satisfaction, on the other hand, has a mean score of 3.986.

Table 2 : Descriptive Statistics

Variables	Mean	Standard Deviation	Variance
Job Satisfaction	3.986	0.562	0.316
Knowledge Creation	3.414	0.424	0.237
Knowledge Retention	3.551	0.522	0.217
Knowledge Acquisition	3.792	0.496	0.286
Knowledge Sharing	4.780	0.582	0.318

Source: SPSS Out Put

7.3: CORRELATION BETWEEN VARIABLES:

The Pearson correlation coefficient is used to evaluate the relationship between the dependent and independent variables. The correlation score could range from 0 to 1. Table 3 below shows the relationship between knowledge management practises and job satisfaction. According to the results, knowledge creation, knowledge sharing, knowledge retention, and knowledge acquisition all significantly affect job satisfaction.

Table 3: Pearson Correlation between Knowledge Management Practices over Employee Job Satisfaction:

Variables	Job Satisfaction	Knowledge Creation	Knowledge Retention	Knowledge Acquisition	Knowledge Sharing
Job Satisfaction	1	0.446	0.488**	0.535**	0.659**
Knowledge Creation	0.446	1	0.484**	0.448**	0.582**
Knowledge Retention	0.488**	0.474**	1	0.683**	0.798**
Knowledge Acquisition	0.575**	.468**	.673**	1	.697**
Knowledge Sharing	0.659**	.582**	.797**	.687*	1
-	-	-	-	-	-

Correlation Sig. at 0.01 Level (2 –tailed) a. Dependent Variable: Employee Job Satisfaction

7.4: MODEL SUMMARY:

According to the model summary in Table 4, which shows that Employee Job Satisfaction has an influence on the model since it has an R^2 value of.396, which indicates that Employee Job Satisfaction accounts for 39.6% of the variance in the dependent variables. The R^2 score for employee job satisfaction, knowledge creation, and knowledge retention has grown to.498.

Table 4: Model Summary of the Knowledge Management Practices over Employee Job Satisfaction:

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.626[a]	.396	.394	.964
2	.688[b]	.463	.451	.926
3	.698[c]	.498	.486	.895
4	.596[d]	.398	.389	.788
		.488	.476	
5	.678[e]			.898

a. Predictors: (Constant) Employee Job Satisfaction

b. Predictors: (Constant), Employee Job Satisfaction, Knowledge Creation

c. Predictors: (Constant) Employee Job Satisfaction, Knowledge Creation, Knowledge Retention

d. Predictors: (Constant) Employee Job Satisfaction, Knowledge Creation, Knowledge Retention, Knowledge
    Acquisition

e. Predictors: (Constant) Employee Job Satisfaction, Knowledge Creation, Knowledge Retention, Knowledge
    Acquisition, Knowledge Sharing

7.5 ANNOVA RESULTS:

The variance analysis for the four developed models was shown in table: 5. In model - 1, F-value is determined to be 486.30, and its significant value is determined to be 0.000. The significant value is determined to be 0.000 and the F-Value for model- 2 is found to be 286.80. The model- 3 showed that the significant value was found to be 0.000 and the F-Value was discovered to be 206.78 and model- 4 showed the significant value of 0.000 and the F-Value was discovered to be 204.86.

Table 5: ANOVA of Knowledge Management Practices impact over Employee Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	415.92	1	415.92	486.30	.000[b]
	Residual	685.90	754	.940		
	Total	1101.82	755			
2	Regression	482.58	2	256.27		
	Residual	619.24	753	.828	286.80	.000[c]
	Total	1101.82	755			
3	Regression	494.24	3	178.18	206.78	.000[d]
	Residual	607.58	752	.816		
	Total	1101.82	755			
4.	Regression	478.26	4	175.18	204.86	.000[e]
	Residual	623.56	756	.811		
	Total	1101.82	758			

a. Dependent Variable: Employee Job Satisfaction b. Predictors: (Constant), Employee Job Satisfaction, Knowledge Creation c. Predictors: (Constant), Employee Job Satisfaction, Knowledge Creation, Knowledge Retention d. Predictors: (Constant), Employee Job Satisfaction, Knowledge Creation, Knowledge Retention, Knowledge Acquisition e. Predictors (Constant)) Employee Job Satisfaction, Knowledge Creation, Knowledge Retention, Knowledge Acquisition, Knowledge Sharing

Also from the ANOVA result, it was found out that all these four Knowledge Management variables namely knowledge creation, knowledge retention, knowledge acquisition, Knowledge Sharing were significant with p-value ≤ 0.05, of respondents. We may conclude by saying that all four variables have significant impact on employee job satisfaction.

7.6: COEFFICIENTS BETWEEN 'KNOWLEDGE MANAGEMENT PRACTICES' AND 'JOB SATISFACTION'.

The t value must be more than 1.645 in order to identify which of the independent factors will influence knowledge management practices the most. Knowledge sharing has the highest predictive value for knowledge management in this study, with a t value of 4.846 (t = 4.846 t > 1.645).as shown in Table 6 (Coefficient) below.

Additionally, it was discovered from the ANOVA result that all four variables— knowledge production, information retention, knowledge acquisition, and knowledge sharing of respondents were significant with a p-value 0.05. We may sum up by claiming that all four factors have a considerable influence on employee work satisfaction.

Table 6: Coefficients

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Model	Unstandardized Coefficient		Standardised Coefficient	t	Significant
	B	Std. Error	Beta		
(Constant)	1.434	0.493	---	2.908	0.005
Knowledge Creation	- 0.188	0.128	-0.141	-1.467	0.147
Knowledge Retention	-0.116	0.152	-0.110	-0.768	0.445
Knowledge Acquisition	0.197	0.143	0.162	1.381	0.171
Knowledge Sharing	0.737	0.155	0.360	4.846	0.000

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Source: : SPSS Out put

8. DISCUSSION:

Knowledge sharing was shown to be more significant among the respondents, according to the findings of this study. With a combined Cronbach's Alpha score of 0.884, it was discovered that the items used to assess knowledge sharing are extremely well at capturing this element. Results from the descriptive statistics, which show that knowledge sharing has a mean of 4.780, demonstrate this.

Additionally, the Pearson correlation shows that knowledge sharing is significantly correlated with other independent factors (r=0.659, p 0.00) in addition to other independent variables. This research was backed up by the research work of Abubakr Suliman & Ameen Abdulla Al-Hosani (2014)

As a result of the research, it was revealed that KM practices significantly impacted on employee's job satisfaction. When compared to other independent variables of KM practices on workers' job satisfaction, the results clearly show that information sharing is the most important variables of knowledge management practises.

9. CONCLUSION

The purpose of this study was to examine the relationship between hotel employees' knowledge management practises and job satisfaction. Additionally, it aims to comprehend the practises of knowledge management and their connection to job satisfaction, as well as which aspects of knowledge management are most influential to job satisfaction. Four knowledge management practises are present among hotel personnel, according to the study's findings. According to this study, "Knowledge Sharing" emerged as the most significant component among the four KM practises. Employee job satisfaction was also demonstrated to be positively correlated with knowledge sharing.

10. LIMITATIONS:

The variables and analysis in this cross-sectional research study are restricted to the time period throughout which data were collected. This study just includes the hotel industry. Future studies may focus on other sectors like manufacturing, IT, education, and so on in varied geographic, cultural, and economic contexts.

11. SCOPE & RECOMMENDATIONS:

In light of the importance of knowledge-based societies, we therefore predict the formation of a stream of research that will strengthen the conclusions of our study and uncover additional causes and impacts of successful KM across all fields of Indian firms.

Not to mention, future research may be able to establish a link between the level of KM adoption and the resulting rise in employee satisfaction.

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APPENDIX:

Constructs	Measurement items
Knowledge Sharing (KS)	KS1: Communication with other members of my work group is efficient and beneficial KS2: My colleagues are open and honest with each other KS3: Our staff is interactive and exchanges ideas widely across the organization KS 4: find it easy to communicate and co-operate with employees from other organizational units and functions KS5: There is a mutual understanding between the various organizational units and functions KS6: Our staff shares information and learns from each other. KS7: Different opinions are respected and listened to in this organization
Knowledge Acquisition (KA)	KA1: I easily find information needed in my work from sources outside my organization. KA2:I get much important information from collaboration partners outside my organization
Knowledge Creation (KC)	KC1:Information about the status, results and problems of different projects is easily available KC2: Employees are encouraged to seek information actively outside the organization KC3: My organization constantly gathers information about the external operating environment KC4: Our organization actively collects development ideas. KC5: Our organization develops new methods for sharing knowledge (e.g. blogs, discussion forums) and encourages using them KC6: Middle management facilitates sharing knowledge between staff and top management KC7:Customers often participate in our innovation processes (i.e., in developing a new product or service or other solution) KC8: We have learning groups, where members can discuss their work experiences and problems
Knowledge Retention (KR)	KR1: When an experienced employee leaves, they are encouraged to transfer and distribute their knowledge to others KR2Mentoring and coaching are used for familiarizing new employees to their tasks KR3: This organization encourages sharing information with colleagues

Job Satisfaction (JS)	JS1: I enjoy my work very much JS2: can recommend my employer to others. JS3: Do you enjoy our company's culture? JS4: Do you feel valued for your contributions. JS5: Do you think that work is distributed evenly across your team? JS6: Does our company give you the tools and technologies you need to do your job well? JS7: Do you feel like your job utilizes your skills and abilities as much as it could?