

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

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Abstract:

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

Keywords:

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

Introduction:

In an era of Industry 4.0 and society, 5.0 human resources are an essential component of any organization and form the basis of creating either a competitive advantage or a comparative measure of differentiation. A vital constituent for any organization is undeniably human resources (Asbari, 2019). Employee performance is essentially the actual performance than ittheir anticipated performance (Dessler, 2006) and Job Satisfaction (JS) constitutes an important determinant of employee performance. Invariably, employee performance, in turn, JS is also influenced by leadership styles, KM, and work environments. Earlier studies have shown the effect of knowledge management (KM) on performance (Sulistyo & Ayuni, 2018), and the nature of the work environment influences JS (Kianto et al., 2016). Scholars have surmised that

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

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

Statement of Problem

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

Objective of the Study

The objectives of this study are:

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

Literature Review:

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

Knowledge Management (KM)

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

Pruzinsky et al. (2017) identifies KM as knowledge acquisition, sharing, creation, codification, and retention whereas dependent variable is employee's OC. According to a Kianto et al. (2016) study, information retention also has connections to job happiness. Results specifically indicate that intra-organizational information sharing is a crucial KM technique that promotes job satisfaction for a number of worker teams.

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

Job Satisfaction (JS)

JS delineates how satisfied a person is with their employment. It has been described as a joyful emotional state brought on by an evaluation of one's work. It can also be seen as an employee's subjective reflections on their working environments, such as their affective reflection while working or their subjective perceptions of the environment they operate in (Hoppock, 1935). Bullock (1952) defined JS as, it is an attitude, which results from a balancing and summation of many likes/dislikes experienced in connection with one's job. —JS is the result of various attitudes the employee holds towards his job towards related factors and life in general (Blum, 1956). JS has five elements when envisaging a 360-degree perspective i.e., the incentives and compensation, the role and responsibilities, the promotion, the relationship with the supervisor, and the colleagues (Smith et al.). JS is either a gratifying or positive emotional state emanating from the reflections of one's job values or job experience ((Locke, 1969; Singh, Singh, and Singh, 2007). In other words, JS is an attitudinal concept central to work psychology (Bass and Barnett, 1972). Pestonjee (1973), —the job itself, 'the management, 'personal adjustment', and 'social relations' are few dimensions of JS (Singh et al. 2007). Kalleberg (1976) indicated that the —JS is a worker's regular attitude to his or her occupation. The employee balances his or her satisfaction/dissatisfaction with diverse parts of the task and ultimately makes an overall assessment about the task, being satisfying or not. Seybolt (1976) viewed JS as a part of the person-environment interaction. Although several factors are linked to JS, it is the interaction among these elements rather than any single element in isolation that accounts for JS (Shakila, and Subramanian). Chemiss (1995) indicated, — People can improve or worsen their lives, but their social environments have a significant impact on how people think, feel, and act. According to Berry 1997, JS is defined as a person's reaction to the job experience. Ilies and

Judge (2004) cleared JS as a covert evaluative tendency of one's job that is responsible for the co-variation between work initiatives and reactions is revealed through separate evaluative circumstances during the work (Shakila and Subramanian). JS is the employee's overall attitude towards the work (Lussier, 2005).

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

It is frequently assumed that workers who are highly satisfied with their work environment will be more productive and perform at a high level. JS is a crucial component in workers who express their feelings toward the work being done. The behavior at work environment and outside the work environment will reflect these feelings. (Wexley & Yukl, 1977). According to Robbins & Judge (2001), JS refers to a person's overall attitude regarding their work and the discrepancy between the wages workers actually earn and the wages they are legally entitled to. JS is also defined as a favourable or pleasurable emotional state that influences how one feels about a job or work experience (Luthans, 2002). One's feelings for their work are reflected by JS. It demonstrates how people have a positive outlook on their jobs and everything else they experience at work. (Stephen P. Robbins & Judge, 2008) state that factors that can affect JS include the following: mentality challenging, equitable rewards, supportive working, and supportive colleagues.

Job Satisfaction (JS): Definition

JS has been defined in a number of different ways. However, the Locke definition (1976), which defined JS as "a pleasant or optimistic emotional state related to job appraisal or work experience," is the one that is most frequently employed in organisational research. According to Syeyen and Van Wk (1999), JS is a feeling of hope that results from comprehending a person's work. According to Mwamwenda (1995), there is a connection between JS and activity, productivity, loyalty, and working hours. In essence, JS is the totality of pleasure (Dubrin, 1997). JS is the outcome of how well an employee believes their work is what is important (Luthans,2002). Smither (1998) asserts that the majority of people appear to have a greater need, such as self-realization. It turns out that people who have a strong need for work are content as long as they have a job that can fulfil that need (Hackman and Lawler, 1971).Studies on the JS of primary school teachers were conducted to determine whether the level of JS differs based on gender, training status (trained/untrained), and teaching experience (below 5 years -5 years & above) (Bhakta,2016 Ghosh, 2013).

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

Factors Affecting Job Satisfaction (JS)

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

Organizational factors

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

Workplace Environment

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

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

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

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

Employee development cannot be viewed apart of knowledge management. Employee performance can be improved by using KM in an integrated and harmonic manner, which is why KM systems are used. Knowledge management is a necessary component of managing human resources as assets. Along with knowledge sources, people are another resource that the KM

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

H₂ - There is a significant influence of KM on JS

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

Relationship between Job Satisfaction on Employee Performance

Employees with high JS will exhibit a pleasant attitude toward their work. The concentration on doing their jobs will increase among the workforce. There is a positive correlation between the aspects of JS and employee performance, according to (Guritno & Prabowo, 2016; Hutagalung et al., 2020; Ristiana, 2013; Suryadi & Efendi, 2018).

Relationship between Knowledge Management and Employee Performance through Job Satisfaction

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

H₃ - Through JS, KM has a tremendous impact on employee performance.

Self-Efficacy (SE)

According to research in the field of positive psychology, one's inner resources, such as psychological capital constructs like hope, optimism, self-efficacy, and resilience, may help reduce stress, prevent burnout, and boost job engagement (Avey, Wernsing & Luthans, 2008). Training and development opportunities improve an individual's self-efficacy levels (Cabrera & Cabrera, 2005).

Self-Efficacy (SE): Definition

SE is one of the components in the construct of psychological capital that best satisfies the inclusion criteria, according to Luthans, Youssef et al. (2007). SE in the workplace is defined by Stankovic and Luthans (1998; p. 66) as one's belief (or confidence) about his or her capacities to mobilise the drive, cognitive resources, or courses of action required to successfully carry out a specific task within a given context.

SE makes a difference in how people contemplate, feel, and act and also affects how individuals perceive and interpret events, which in turn points to the subjective evaluation of the surrounding events around the person. People with low SE are more susceptible to feeling

defeated when trying to solve challenging problems and are more likely to have unfavourable experiences. Stress symptoms are referred to as internals, whereas people with higher levels of SE are more prone to believe that obstacles can be overcome with enough skills and effort and are referred to as externals (Bandura, 2008).

Self-efficacious people possess five distinguishing characteristics, namely, (1) setting high standards and goals for themselves and seeking out challenges; (2) pursuing an thriving on the challenge(s); (3) are highly self-motivated; (4) investing the requisite efforts to accomplish their set goals; and (5) persevere when faced with bottlenecks. The above-mentioned characteristics equip high-efficacy individuals with the capacity to develop independently and perform effectively, even with little external input for a prolonged period. People with high psychological capital, also known as discrepancy reduction, don't wait to be given tough goals (Luthans, Youssef, et al., 2007). Instead, they improve their differences by actively seeking out and choosing to perform demanding tasks, consistently pushing themselves to achieve greater self-set goals (Luthans, Youssef et, al., 2007). Self-disbelief, skepticism, negative feedback, social criticism, bottlenecks, and even being confronted with repeated failure (having devastating effects on people with low efficacy) have little impact on efficacious individuals (Bandura & Locke, 2003)

SE is based on Bandura's Social Cognitive Theory (SGT), which believes that human cognition, action motivation, and feeling are active determinants rather than merely passive reactors to compelling contexts. Bandura developed SGT in 1997. (Bandura, 1997). The efficacy equation's five identified cognitive processes, thought, observation, self-regulation, and self-reflection, are included in SGT as well. SE is defined by Bandura (1997, p. 3) as confidence in one's ability to plan and carry out the steps necessary to achieve specified goals. SE can be considered as a concept of perceived competence, and people can assess their SE by estimating the likelihood that they believe they can complete a specific task. Bosscher and Smit (1998) contend that many failures and successes in other areas of a person's life may also make a significant contribution to understanding how a person develops SE self-beliefs. Self-efficacy (SSE), which is task-specific, and General Self-efficacy (GSE), which is universal, are two types of SE. However, the foundation for self-evaluation in both cases is self-confidence. People can also have a generalised level of self-efficacy across a common domain of problems and activities, like the workplace, while being initially assigned to a very specific domain of activity, it is becoming increasingly clear (Parker, 1998). GSE is described by Judge, Erez, Bono, and Thoreson (2002, p. 96) as an assessment of a person's performance under dubious circumstances. GSE is a motivational condition as a result since it involves the person's views about their capacity to carry out and succeed at activities in a variety of contexts (Kanfer & Heggestad, 1997). The ability of the GSE construct to (a) predict SSE across contexts and tasks, (b) predict general and comprehensive performance requirements, and (c) buffer against the crippling effects of negative experiences on subsequent SSE is what makes it so significant to organisational research (Chen, Gully & Eden, 2001, p. 67). It is so possible to assert that general scenario predicts performance in specific situations, according to Chen and colleagues' opinion in 2001. As a result, a person's impression of confidence in general affects how confident they feel in particular circumstances (Chen et al., 2001). However, it is important to note that SE, as applied to the higher order construct of Psycho/Psychological, is not an omnibus trait but rather a judgment about specific task capability (Bandura, 1998).

Mastery experiences, modelling, social persuasion, and physiological/psychological arousal are a few effective methods for establishing SE (Bandura, 1997). In addition to the

socialisation and retention of new hires (Bauer, Bodner, Erdogan, Truxillo & Tucker, 2007), the OC and turnover intentions of existing staff (Harris & Cameron, 2005), the socialisation of new hires, and the retention of existing staff (Bauer, Bodner, Erdogan, Truxillo & Tucker, 2007), SE has been strongly linked with work-related performance outcomes.

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

Self-efficacy (SE): Conceptual Framework

Albert Bandura made substantial contributions in this field during the 1970s. He described efficacy as the belief that one can take the necessary action to bring about a desired result. He argued that the roots of efficacy have has maximum influence are mastery experiences. He proposed that achieving success in any task or activity would produce increased SE in future performance while unsuccessful performance would lead to decreased SE. He defined SE as Indian individuals’ evictions on their capacities to execute a special track of action successfully (Bandura, 1977). His SE theory (1977), gave rise to Social Cognitive Theory (SGT) (1986; 1989; 1997). Bandura’s SGT (1986; 1989; 1997) rests on the model of the emergent interactive agency, profound sounding and Radic mutual causation viz. environmental influences, modes of behavior, and, interpersonal factors influence the intentions, and subsequently, the course of action that a person takes. According to Bandura (1997), SE has a significant impact on people’s ability to succeed in a range of contexts, including business, sports, health, and education. The progressions of individual beliefs are cognitive, emotional, motivational, and selection (Bandura, 1992). Cognitive processes influence a person through the level of goals set by individuals about themselves; their conception of inherent and acquirable ability, skill, effects from social comparison, how feedback is presented, and perceptions of controllability (Bandura, 1993). SE theory (Bandura, 1977, 1993, 1997) suggested that a person’s behavior towards any business is influenced by expectations and feelings in his/her capability to accomplish that result. SE belief functions as a moderating factor between a person’s potential and his/her performance (Bandura, 1997). The level of motivation is determined by people self-efficacy beliefs (Bandura, 1989). Bandura (1977, 1997) described mastery experiences, physiological and emotional states, vicarious experiences, and verbal persuasion as sourthathich influence SE expectations. When people are given the chance to try a certain skill themselves, mastery experiences take place (Pool and Sewell, 2007). Negative physiological and emotional arousals or states refer to physical conditions such as fatigue, pain, and aches; and demand emotional conditions such as fear and stress which consistently affect a person’s SE beliefs. Bandura (1994) suggested that SE beliefs get altogether life span of an individual and hence, it is possible to alter them over a period while a ring

Self-efficacy (SE)

As listed in the table, there are two constructs that are frequently used to gauge self-efficacy (Luthans, Av, olio et al., 2007).

Table 2: Summary of Self-efficacy measures			
Measurement instrument	Authors and Date	Description and Sub- dimensions of the instrument	Number of items

GeneralSE Scale (GSES)	Sherer, Maddux, Mercandante, Prentice-Dunn, Jacobs & Rogers (1982)	<ul style="list-style-type: none"> Evaluate the person's overall expectations when they enter unfamiliar situations. 	17 items
The SE Scale (SES)	Sherer, Maddux, Mercandante, Prentice-Dunn, Jacobs, & Rogers (1982)	<p>Evaluate one's general expectations about his or her capacity to do behaviours, or perceived SE A sub-dimension is:</p> <ul style="list-style-type: none"> General Self-efficacy Social Self-efficacy 	30 items

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

SE encourage strong professional commitment, working cooperatively with coworkers, and successfully advancing the development of a productive and exciting working environment (Coladarci, 1992). Trentham et al. (1985) found that SE is related to JS and competence as evaluated by their supervisors. Other studies have shown that teachers' SE affects and sustains teachers' job commitment and JS (Caprara, Barbarnelli, Steca. Telef (2011) The relationship between SE, and JS, besides life satisfaction among teachers, were examined and demonstrated that there is a significant positive relationship between SE and JS.

Shereret al. (1982) created the General Self-Efficacy Scale (GSES), the most popular general SE measure, to assess the expectations that people bring into new circumstances. A high rating demonstrates high self-efficacy. Gozum and Aksayan (1999) assessed the scale's psychometric qualities and discovered that the Turkish version's Cronbach's alpha coefficient was 81. The predictors of JS were examined by Reilly et al. (2014) using the instructors' self-efficacy beliefs, self-esteem, and work stress. The SE for Clinical Evaluation Scale (SECS) was developed to measure students' SE perceptions and importance perceptions regarding care skills for patients with chronic diseases in a clinical environment (Clark et al. 2004). Nursing students' clinical achievement is affected by SE (Andrew 1998, Andrew & Vialle 1998, Shellman 2007, Henderson et al. 2012).

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

Organizational Commitment (OC)

He discovered that SE had a large impact on engagement. This demonstrates how conceptually related SE and work engagement are. According to studies, a person's SE determines how well they commence projects, maintain effort toward task completion, and persevere when difficulties arise or even in the face of failure (Bandura, 1997; Stajkovic & Luthans, 1998). According to Luthans and Peterson (2002), there is a special relationship between a manager's SE and the levels of staff engagement. They contend that the manager develops confidence and a belief in her or his abilities to successfully form and build an engaged team or group as she or he watches the employees become more interested (cognitively and/or emotionally) in their work. This supports Bandura's (1997) claim that vicarious experiences are known to raise SE. Additionally, the motivated team under the direction of an effective manager most likely produces the intended outputs for the unit or company. A similar justification might be used for each employee's SE regarding their level of work engagement.

Employee engagement has been shown to be increaseable and to result in OC as well as a competitive advantage (Macey et al., 2009) by having a favourable impact on individual performance (Bates, 2004; Harter et al., 2002; Richman, 2006), OC (organisational commitment)

(Hakenen et al., 2006; Richardsen, Burke & Martinussen, 2006), service climate (Salanova et al., 2005), (Salanova et al., 2005). Therefore, it is asserted that greater Engagement will be advantageous to any firm, in addition to reducing attrition and the detrimental consequences that degrade OC.

Each organization must endeavor to enable its employees to achieve expected outcomes over time (Mowday, Porter & Steers, 1982). Employees as members of a team tend to act as entrepreneurs, while every team member attempts to outperform all others (Mowday et al. 1982). When there is an increase in employee commitment in an organization, it will lead to enhanced productivity among the employees. Earlier organizations provided safety and security to improve upon OC and increase their productivity (Abelson, 1976). Employee productivity improves when their JS is ensured through their work and responsibilities. JS is mostly dependent on organisational culture, remuneration systems, and employee exchange knowledge (Mowday et al. 1982). Employee obligations are divided into three categories by Meyer and Allen (1991): emotional commitment, standing commitments, and statutory obligation. Numerous research show a positive correlation between emotional commitment and employee duties. (Somers, 1995; Jaros, 1997; Whitener & Walz, 1993). Workload, low recognition, and inadequate reward adversely affect the employee. Epitropaki and Martin (2005) have shown a positive relationship between work status and emotional stability (one of the five personality traits).

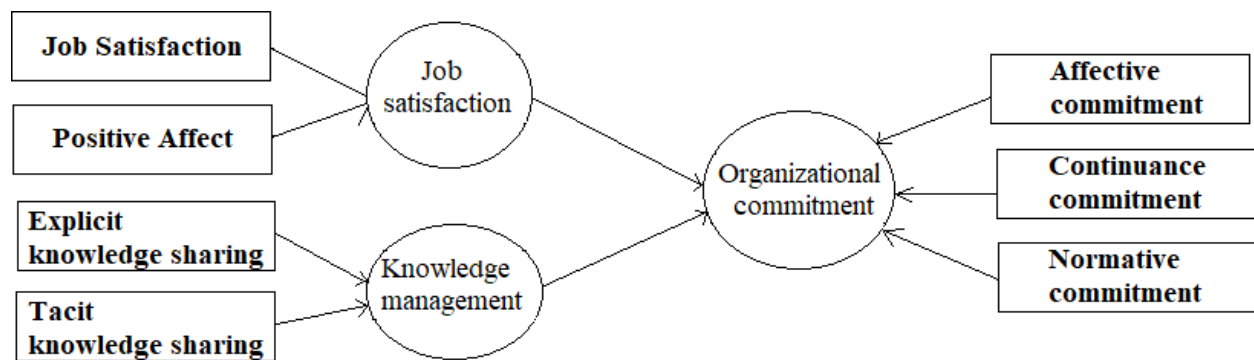


Fig Conceptual Model KM, JS and OC

Strong causal links between Optimism and SE, respectively, and Engagement were found by Xanthopoulou et al. in 2007a. According to the research by Xanthopoulou et al. (2007a), employees who have optimistic expectations and maintain their optimism about the future despite challenges, as well as those who think they can muster the drive, cognitive resources, or strategies necessary to get through these challenges and successfully complete particular tasks, are more likely to be motivated to work. Bakker, Gierveld, and Van Rijswijk (2007) also came to similar conclusions, while Roux (2010) found evidence of the predictive utility of SE in engagement that results in OC.

H4 - Knowledge Acquisition, Knowledge Sharing, Knowledge Creation, Knowledge Retention, and Job Satisfaction are all fundamentally related.

Visible research papers and abstract papers created by academics and researchers in this discipline are examined to look at the literature from previous investigations. Every variable that was used in this study has been examined.

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

Organizational Commitment and Job Performance

As they work and act in accordance with the organization's aims, specialists significantly contribute to the work of organisations. Employees that are dedicated to your organisation also enjoy having members, have faith in the organisation, are positive about the organization's goals, and want to act in the organization's best interests (George and Jones, 2015, p. 85). As a result, we can assert that organisational duties and activities have a particular relationship. But it is not unexpected that prior research has indicated that OC is not strongly associated with performance (Mathieu and Zajac, 2012). Additionally, Mowday et al. (2011) came to the conclusion that there is typically no connection between commitment and activity (1982). Employees' psychological ties to their employment are related to organisational commitments (Allen & Meyer, 2011; O'Reilly & Chatman, 2014). Job satisfaction, motivation, and support are all positively correlated with organisational commitment (OC) (Bateman & Stasser, 2001; Mowday, Porter & Steers, 2011; Mathieu & Zajac, 2012; Steers & Rhodes, 2018); unemployment and worker turnover are negatively correlated with OC (Clegg, 2017, Cotton & Tuttle, 2012).

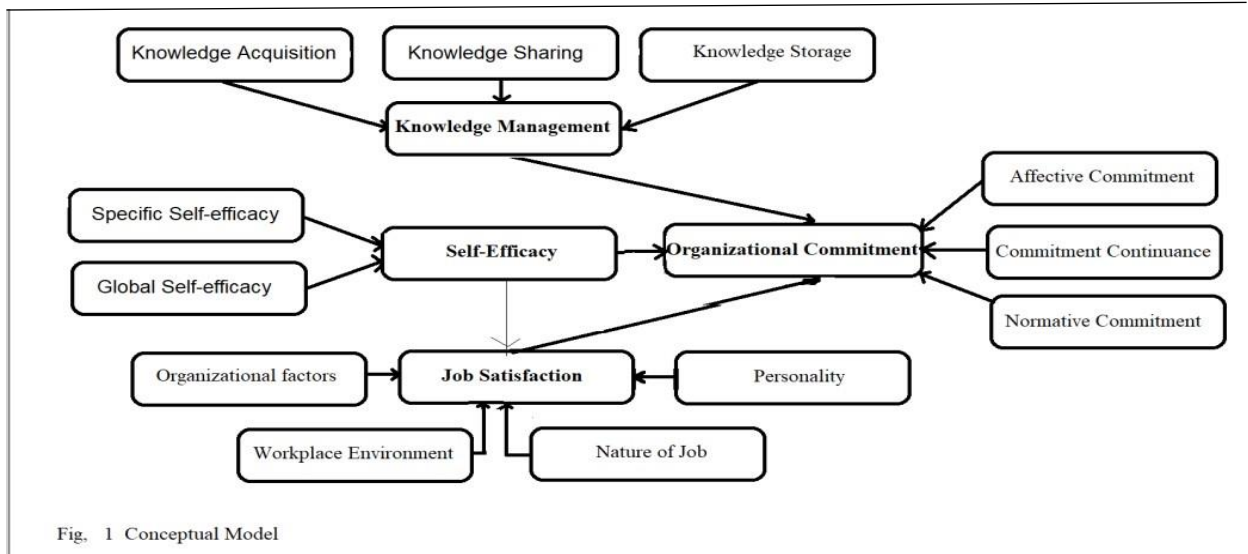
In addition, Horton contended that greater dedication might result in less staff churn and absences, which would boost organisational effectiveness (Schuler & Jackson, 2010, p.302). However, there is a weaker connection between organisational responsibilities and actions (Becker, Billings, Eveleth, and Gilbert, 2016). As an illustration, the meta-analysis by Mathieu and Zajac from 2015 demonstrated that the confidence intervals around the mean association between commitment and organisational effectiveness encompass zero. In light of this, they came to the conclusion that "commitments often have a relatively little direct impact on performance" (2012). I question if it is accurate to say that they are not particularly interconnected given that OC is a crucial component of work experience and is necessary to comprehending and regulating organisational behaviour (George and Jones, 2010, p. 67). Additionally, other studies are also of interest to professionals. According to Beckhoff, the significance of commitment to performance has made it one of the most discussed issues in organisational behaviour and industrial psychology during the past 30 years (2016, p. 701).

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

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

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

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



RESEARCH METHODOLOGY:

It is appropriate to utilise the numerical data approach "quantitative," which is frequently used for deductive research approaches, to assess the study variables JS, SE, and the level of OC. The current study's dataset is primarily numerical, and the major goal of the investigation is to quantify how KM and JS affect the level of OC. Each researcher should adhere to the following five phases when employing the deductive research approach (Robson, 2002). The overall strategy for testing research hypotheses, responding to research questions, and achieving research objectives is known as the research design (Saunders, Lewis, & Thornhill, 2009).

Researchers typically utilise three main sorts of study designs: exploratory, descriptive, and explanatory studies. A descriptive study employs reliable information about individuals, instances, or circumstances, an explanatory study discusses the relationship between the study's variables, and an exploratory study focuses on finding new answers or insights to specific problems based on the study's findings. Studies based on the deductive research approach include case studies, survey-based studies, experimental studies, and action research (Saunders, Lewis, & Thornhill, 2009). In the context of this study, a sizable amount of numerical data is required in order to evaluate the effect of work satisfaction on the degree of organisational commitment. In order to gather primary data from respondents, analyse that data, and then carry out the necessary tests to address the research questions and test the research hypotheses, a questionnaire is the most appropriate tool. The conceptual model (shown in Fig. 3) and literature review served as the foundation for the creation of the study hypotheses.

Research Conceptual Framework

According to (Sekaran & Bougie, 2003) the theoretical framework serves as the basis for all research efforts. An hypothesis that can be tested to determine whether the formulated theory is true can be created from a theoretical framework. By employing the right statistical analysis, it may then be measured. Referring to the theory and previous research, there is a relationship between variables, including KM, SE, JS, and employee OC.

Research Design

The planning stage and the implementation stage are the two steps that make up a research process, according to Black (1999). Any specific investigation is more likely to produce the necessary empirical findings if it has been planned with extreme caution. The methods used to reach the results will affect the validity and reliability of the specific inferences, according to Theron (2009), who also highlights the significance of a rigorous research approach. This is so that technique can support the scientific epistemic ideal. Consequently, a discussion of the planning and research procedure for this project will follow. A non-experimental research design was used to explore the relationships between KM (and its four constructs, KSh, KAq, KDE, KSM, SE, JS, and OC. When a researcher seeks to see links between variables without in any manner influencing or modifying the variables, non-experimental research is used. As a result, the factors are not directly under the researcher's control. This may be because the manifestation has already taken place or because the construct cannot be changed. As a result, the theory predicting the correlations between the variables is based on prior research and literature as well as a theoretical framework (Kerlinger & Lee, 2000). According to studies, an organization's profitability is directly impacted by the efficiency and productivity of its workforce (Mohanty, 1992; Rantanen, 1995; Slaski & Catwright, 2002).

Table 1: Variables and Sample Items

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

The quantitative method was employed in this study. 130 permanent industrial employees in Rajkot, Gujarat, were given questionnaires to complete in order to gather data. The KM measurement tool was modified from (Becerra - Fernandez & Sabherwal, 2015) and consisted of 17 components (KM1- KM17). 14 components were used to alter the workplace from (Jain & Kaur, 2014). (WE1-WE14). JS was modified utilising 15 components from (S.P. Robbins & Judge, 2001). (JS1-JS15). Using 10 elements, SE was modified from (Dessler, 2006). (SE1-

SE10).

The measuring model's testing phase includes convergent validity testing and discriminant validity. Cronbach's alpha and composite reliability are employed to measure construct reliability in the meantime. If all indicators satisfy the criteria for convergent validity, discriminant validity, and reliability testing, research hypothesis testing is carried out. can put the PLS analysis' findings to use.

ANALYSIS AND INTERPRETATION

In order to understand how two or more variables are related to one another, the researcher in the current study had to take a relational approach (Elmes, Kantowitz & Roediger, 2003)

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

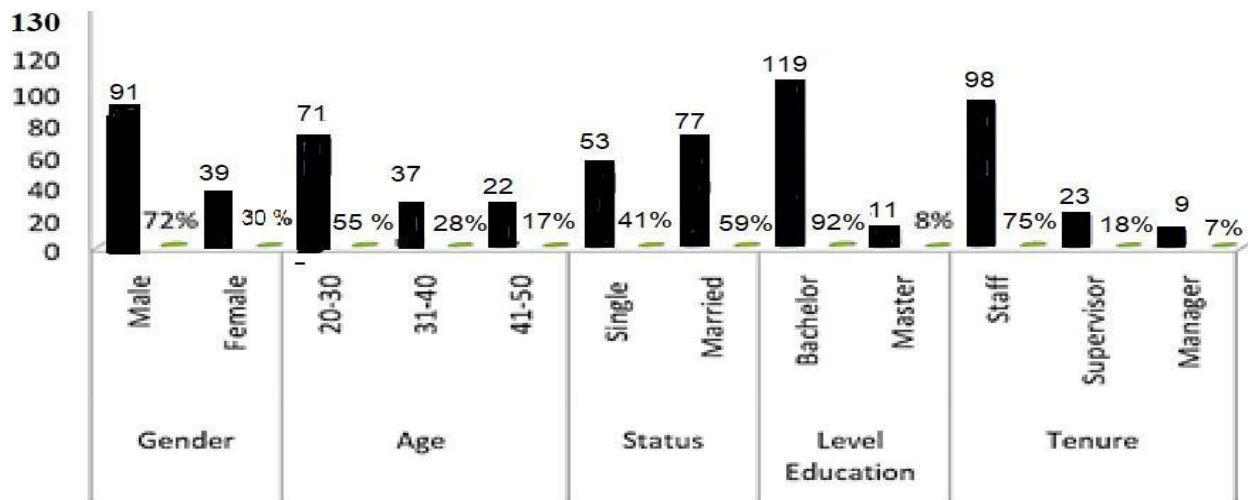


Fig 2 Demographic profile of Respondents

Discriminant Validity Testing

Discriminant validity is used to make sure that each concept of each latent variable is distinct from other latent variables. The model has excellent discriminant validity if the AVE squared value of each exogenous construct (value on the diagonal) surpasses the correlation between the construct and other constructs (values below the diagonal) (Ghozali, 2014). Results of discriminant validity testing are determined using AVE squared values, specifically by examining the Fornell-Larcker Criterion Value (Fornell & Larcker, 1981b).

RESULTS AND DISCUSSION

According to the findings of the discriminant validity test, all constructs have AVE square root values that are higher than the correlation value with other latent constructs (as determined by

the Fornell-Larcker criteria). In addition, all of the indicators' cross-loading values are higher than those of the other indicators, indicating that the model has achieved discriminant validity (Fornell & Larcker, 1981a). The model is then evaluated for collinearity to see if it has any collinearities. Each build requires a VIF computation to determine collinearity. If the VIF score is greater than 5, then the model is collinear (Hair et al., 2014). Table 4 demonstrates that no VIF score is more than 5, indicating that collinearity does not exist in this model.

Construction Reliability Testing

Each construct's composite reliability and Cronbach's alpha value can be used to evaluate construct reliability. The reliability of composite and recommended Cronbach's alpha value is required to be more than 0.7 (Ghozali, 2014). Based on the theoretical model of the hypothesised relationships between KM, SE, JS, and OC (see figure 3.1), the following research hypotheses might be developed in light of prior study findings and the logical reasons advanced in the preceding sections:

Limitations of Study

Like all studies, this one has some restrictions (mostly relating to the research design), which might have had an impact on the findings. Some of these restrictions need to be mentioned. The first measuring devices. Even while social science research uses this method of data collection frequently, it is generally critiqued for a few reasons (Babbie & Mouton, 2001). The researcher's conclusions about the correlation and causation linkages between the relevant variables may be overstated, which is the first issue—common method variance. Another questionable aspect of this method of data collecting is that self-report data may be subject to respondents' response biases.

One of the response biases that affects the findings of research using self-report measures is socially desired responding, which may have affected the findings of this study. This happens when respondents overreport excellent attitudes and behaviours and underreport attitudes and actions that they believe are not socially acceptable or respected in order to present a more favourable view of themselves (Zammuner & Galli, 2005). When studies like this one exclusively use self-report measures, socially desired responses are much more of a worry. Therefore, it is important to keep in mind that the data collection method has limits when interpreting the results. The study also employed convenience sampling, which restricts the generalizability of the findings.

CONCLUSION, RECOMMENDATIONS, AND FUTURE STUDIES

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

The objective of the current study was to investigate the many connections between KM, JS, and OC. The findings showed that there are substantial correlations between OC and SE as well as OC, KM, SE, and JS. Similar to this, important connections between Ksh and SE as well as KAq and JS, SE respectively also developed.

The prognostic role of SE in OC was also investigated. It was discovered that SE may accurately predict JS variance. Higher levels of SE appear to improve a person's overall job

performance (OC), which may have a variety of favourable effects on both the individual and the business.

With the increasing trend in the use of KM and communication, there is a need to address the JS level of employees, the level of OC, organizational loyalty, and the work itself. Organizational success and the degree to which they achieve their goals are largely dependent on the OC of employees, and an improvement in KM use makes OC the level of employee performance, which is governed by the degree of job satisfaction. Numerous studies and investigations into the effects of JS on the level of employee OC have revealed that the level of JS directly affects the level of employee OC. The examination of the literature reveals that firms that pay attention to their employees' needs and wishes and permit KSh amongst employees will have a favourable impact on the degree of JS among employees, which is crucial for achieving the OC. The level of OC will rise due to the high level of JS.

According to the study's findings, a lack of KM applications is one of the main reasons why employees lack OC. JS, satisfaction with pay and incentives, opportunities for growth, progress, and career advancement, satisfaction with the style of supervision, workgroup dynamics and interpersonal relationships among employees, and work conditions like safety, health, and stability have all been shown to have a significant impact on the level of OC. Therefore, the management of any organization should consider these factors and give serious attention to improving their application, due to their positive impact on the OC.

Recommendations

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

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

Future Studies

The goal of this study was to determine how KM, SE, and JS affected the degree of OC. The study's findings demonstrated that factors that affect work satisfaction have a direct bearing on raising OC levels. Based on these outcomes of the study, the researcher recommends the

following research titles for the upcoming researchers:

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

Conclusion

This study's findings have some consequences for practitioners as well as academics. From a scholarly standpoint, the bibliometric study conducted paved the way to help identify how knowledge management (KM) and its methods are growing in the digital era, giving researchers an appropriate systematisation of knowledge regarding the research subject. The results of this research recommended that practitioners in the field of knowledge management (KM) should think about, comprehend, and use policies and techniques to increase productivity.

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