Relationship Between Knowledge Management and Job Satisfaction Among University Liberians of the Punjab, Pakistan

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Abstract

With the development of knowledge as economy, knowledge become the asset for the organizations. In this context, it is very essential organizational strategy to cop up with environmental changes. order to survive and compete effectively in the global environment. Research purpose of the study is to examine the relationship between knowledge management and job satisfaction among the university librarians of the Punjab, Pakistan. For data collection process survey research method was used. On the basis of literature review, a questionnaire was designed for data collection. The analyzed data showed a good relationship of the research main constructs between satisfaction of librarians' jobs and different aspects of knowledge management. It was evaluated that there was a good relation of knowledge acquisition and knowledge sharing with job satisfaction. There is positive impact of knowledge management process on an organization and help improve efficiency and effectiveness. Beside this, job satisfaction is a important aspect for organizational success. It plays a significant role in achieving the organizational goals. The study concluded that both job satisfaction and KM draw a significant task in increasing the services availability, efficiency, effectiveness, productivity and performance of the professionals.

Academic libraries and other organizations can use the findings of this study to improve their practices. This might help to increase innovation, productivity, opportunity and competitive advantages.

Keywords: Knowledge management, job satisfaction, librarians, academic institutes

Introduction

Evolution from industrial to information economy has provided a raised area for global economic development which recognizes knowledge and information as vital resources for institutions and organizations. To keep up an organization in relevant competitive situation, these resources need proper management. Therefore, knowledge management is recommended as a supportable strategy for organizations to develop and preserve their competitive improvement in the current worldwide economy (Ezema, 2010). In library, the use of knowledge management improves library operational efficiency i.e., better access to information assets and facilitates services advancement through the development of in-house and outdoor knowledge sharing and by creating latest and current knowledge (Koloniari & Fassoulis, 2017). It has emerged a significant influence on library practices (Husain & Nazim, 2013). The basic functions of library are to perform like a repository of organizational knowledge and means for knowledge diffusion (Kim & Abbas, 2010).

Knowledge sharing is key feature of knowledge management. In this way the faculty employees have awareness in a better way and can get their information needs in more effective way by saving their time. So, knowledge sharing is considered as key factor of knowledge management(Chalak et al., 2014).

Knowledge acquisition stands for organizational practices. Its aim is to collect information from extra organization sources. Collaborative arrangements and external networks are main

sources of knowledge for all kinds of organizations. The success of an organization depends on how its users acquire knowledge from outside sources successfully. Data mining, business intelligence, customer feedback systems, and organizational collaborative environment are specific characteristic of advanced technological knowledge acquisition process. Obviously, knowledge acquisition is a challenge (Wagner,2006).

Knowledge creation is an essential aspect in supporting continued turbulent environment performance (Eisenhardt & Martin, 2000). The researcher stated that in an organization, knowledge is created and produced when the members of organizations seek for innovation and learning. Organizations that create knowledge, make display the production and essiantial and self-learning knowledge to support thoroughly new and current insights and encourage modernization as well as different initiatives of advanced in the organization.

Knowledge codification is a challenge. According to Lissoni (2001) knowledge should be codified first and then stored so that the users can access the required documents easily. It is beneficial for the whole organization and its all members giving the correct information on the right time to attain the required aims and goals.

Job satisfaction is considered as feelings about job and its different aspects (Hyder, Batool & Hina 2013). To acquire the institutional objectives, job contention is a key factor. To keep a well and efficient environment of an organization, job satisfaction is a basic factor. It deals with all negative and positive steps related to personal compensation, emotional and physical work environment, authority, maintaining performance levels and rewarding and relationships with managers and colleagues (Fatima & Bhatti, 2014).

In library and information sciences, job satisfaction is often described by people's emotional responses at work (Hart, 2014). Job motivation and satisfaction are connected to improve the degree of job performance of staff in library which in turn determines the level of productivity (Asadullah, Esmail & Nagarajan, 2012). The satisfaction of an employee is indispensable for conveying the quality service and in this way, the users remain contented or satisfied the commitment to work is directly linked with the service level of the individuals. In other sections, like industrial sector, the productive employee is one, who is satisfied with his job. As well as in the libraries, the satisfied library employee is considered as professional in true sense. Such satisfied professionals not only provide the quality of service towards their users bit also make sure for the image building for his work place. Jobs of library science professionals have a valuable significance because they acquire, manage, navigate, circulate the knowledge and information of human beings (Khan & Ahmad, 2013).

Although knowledge management has been extensively studied and explained, extensive research has also been conducted on the factors that contribute to job satisfaction. Rafi, M., Jian Ming, Z., & Ahmad, K. (2020). But a few researches have been done which indicate the relationship between KM and JS. There has been done only four previous studies in this field. The relationship between knowledge management and job satisfaction plays an important role in shaping the future of organizations and provides an interesting topic for academics and practitioners. (Koseoglu, Bektas, Parnel & Carraher, 2010).

The objectives of the study were as follows;

1. Look for the relationship between knowledge acquisition and work satisfaction.

2. Find the relationship between knowledge sharing and work satisfaction.

3. Look for the relationship between knowledge creation and work satisfaction.

4. Find the relationship between knowledge coding and work satisfaction.

5. Find the relationship between knowledge retention and work satisfaction.

This study provides a base to see the association between KM and so it carried out to observe the association concerning KM practices and job contention among the university librarians of the Punjab.

Literature Review

Knowledge Management

Knowledge management is a relatively new scientific view that was officially recognized in the late 1980s, despite being an interdisciplinary field (Dalkir, 2011). The LIS literature has shown interest in knowledge management since the 1990s. However, knowledge management as well as library science and informatics are controversial because they are different disciplines (Gorman, 2004). Knowledge management generates, acquires, shares, and implements both tacit and explicit knowledge to the benefit of the university and its community as a whole and to provide the right customers with the right information at the right time and in the right format. How to make it available. Achieving the goals of the parent institution (Jain, 2013). It is process take the maximum advantages of the knowledge existed in a corporation to develop the efficiency and operational competence of an organization (white, 2004). Gandhi (2004) conducted a study on Knowledge management and reference service. From his research he found that knowledge management is a determined work to capture technical knowledge, to share knowledge and information in an organization to develop decision making, to enhance productivity and to promote innovation. It makes easy to find the required information again and again. In case of library a

library, knowledge management plays an important role to improve the operational efficiency as like successful and improved access to the information resources through enhance the organizational knowledge sharing and creation of new knowledge.

Ezema (2010) conducted a study on competence for successful knowledge management applications in Nigerian academic libraries. They used survey method for the collection of data. They found from their research study that revolution from industrial revolution to information revolution has provided a raised area for global economic development which recognizes knowledge and information as vital resources for institutions and organizations. To keep up an organization in relevant competitive situation, these resources need proper management. Therefore, knowledge management is recommended as a supportable strategy for organizations to develop and preserve their competitive improvement in the current worldwide economyIt has been suggested that in order to successfully apply knowledge management in Nigerian university libraries, librarians must acquire recognized knowledge management skills to meet the challenges of the knowledge market. Knowledge sharing is one of the most important aspects of knowledge management. This will allow teachers to be more conscious and time efficient in meeting their information needs. So, knowledge sharing is considered as key factor of knowledge management (Chalak et al., 2014). Ahmad (2017) stated that seek for learning has been increased due to the interest in knowledge sharing and it results the faster and advance learning and creativity. In this way the level of organization and its faculty member's increases. Therefore, all the organizations should to encourage the knowledge sharing practices to achieve the organizational goals and objectives. Mostly the employees show their interest in knowledge sharing, if they are encouraged to share their knowledge.

Darroch (2005) conducted a study on knowledge management, innovation and firm performance. She used mail survey method for data collection. She stated that acquisition of knowledge is carried out for organizational practices. The objective of knowledge acquisition is to gather information from inside and outside of the organization. Collaborative arrangements are major main sources of knowledge for any organization. The success of an organization depends on how its users acquire knowledge from outside sources successfully. Wagner (2006) A study on breaking through knowledge acquisition bottlenecks through conversational knowledge management has been published. Research shows that the challenge of acquiring and sustaining an exponentially growing amount of knowledge requires new ways of acquiring knowledge. Knowledge creation is a key factor in achieving continuous performance in a stormy environment (Eisenhardt & Martin, 2000).

Scharmer (2001) study is presented on perceptions of self-dissemination of knowledge and its organization around emerging opportunities. Researchers have found that in an organization, knowledge is created and generated when the organization and its members strive to learn and innovate. Organizations that create knowledge ensure the production and development of latent and transcendental knowledge to support new and current insights, encouraging innovation and the development of ideas at all levels of the organization. Concepts such as "taste" or "coding" have been borrowed from economics and sociology of knowledge and are widely used to explain how physical distance affects innovation patterns (Lissoni, 2001). Access to more detailed databases that provide longitudinal information at the individual level is key to better understanding the relationships between the various factors that influence research output. (Geuna et al., 2015). Lissoni (2001) reported that knowledge codification is a challenge. Knowledge

should be codified first and then should be stored so that the users can access the required documents easily. It is beneficial for the whole organization and its all members giving the correct information on the right time to attain the requires aims and goals.

Job Satisfaction

Job is a significant phase of a person's life. It takes more time of the job holding person than any other activity. It also produces the financial opportunities for a person's life. The satisfaction at work place is believed to influence many aspects of job, like productivity, efficiency, nonattendance, turnovers rates, and intent to quit (Horenstein, 1993).

Fatima & Bhatti (2016) conducted a study on "Job Satisfaction Among LIS Professionals of Universities in the Punjab Province". They used a survey questionnaire (pilot tested) for the collection of data. Their research study found that to acquire the institutional objectives, job contention is a key factor. Job satisfaction is essential to maintaining an organized and productive environment. This includes all negative and positive phases related to personal rewards, emotional and physical working conditions, authority, maintaining performance levels, and the rewards given and relationships with managers and colleagues. increased.

Mondal, Bandyopadhyay & Hasanob (2014) cited (Moorman, 1993). Researcher stated that job satisfaction simply means that how a person is satisfied or pleased with his or her job. Scholars and anthropologists make a design which distinct between efficient and logical satisfaction provided by job. The effectiveness of a job is key to the satisfaction and pleasure seeking of a person who holds that job. This efficient level is different as compared to cognitive which is logical job satisfaction. It includes many significant aspects of job such as salary, working hours and other arrangements. The quality of a service of a job is sometime measured by its users

like in case of librarians, it directly depends upon the services of an organization. The satisfaction of an employee is indispensable for conveying the quality service and in this way, the users remain contented or satisfied the commitment to work is directly linked with the service level of the individuals. In other sections, like industrial sector, the productive employee is one, who is satisfied with his job. As well as in the libraries, the satisfied library employee is considered as professional in true sense. Such satisfied professionals not only provide the quality of service towards their users bit also make sure for the image building for his work place.

Edem (1997) The study focused on "The impact of job satisfaction on publication outcomes for librarians in Africa: a case study from a Nigerian university". Researchers use research methods to collect data. Work, he said, was an important part of human life and could be used as a measure of success or failure. He further emphasized that motivation can lead to high levels of job performance or productivity in workers. Motivation is an important aspect of job satisfaction, so motivated employees perform better than unmotivated employees.. Das (2015) examined a study on "Job Satisfaction among the Library professional in Private Engineering College in Hooghly District of West Bengal, India". He adopted survey method for this study and designed structured questionnaire to collect data from library professionals. The results of this study show that most library professionals are satisfied with various aspects of their work. To increase job satisfaction, the management of the Faculty of Engineering Library is taking the necessary steps to promote maintenance policies. This improves work satisfaction such as working conditions, management policies, wages, employment security, relationships, status, personal growth and responsibilities. In this way, you can better serve your users to increase the productivity of library professionals and achieve your organization's goals.

Research Method

Data Collection

The process of data collection adopted by governing and distributing the questionnaire among the library professionals of the universities of the Punjab. Approximately 85% questionnaires were distributed by researcher and the remaining 15% were sent to the respondents through e-mail after coming back to the home. Reminder about filling the questionnaires was sent frequently. All efforts were bearing pain but in last a satisfied result was gained.

Data Analysis

SPSS statistical software was used for data analysis. Data coding were used for the data to build up descriptive statistics. In demographic section for data analysis, frequencies and percentages were used to explain individuality of the population. The researcher used descriptive statistics such as percentage, frequency, mean and standard deviation to verify the impact and using trends of electronic resources. Researchers has used the descriptive statistics such as mean and standard deviations to discover the significance of the described variables in the designed research tool.

Results

Researchers distributed the questionnaire among 300 librarians working in the universities of Punjab. The researcher accumulated 185 responses and the rate of response was 61 %. After accumulating the data, the researcher requested and discussed the statistics with the supervisor to assist in the statistical analysis data record. For coding and analyzing the gathered data, the researcher used SPSS statistical software.

Table-1: Demographic Information of the University Library Professionals Punjab

Demographic Information		Frequency	Percent	Total = 185
Gender	Male	117	63.2 %	
	Female	68	36.8 %	
University Type	Public	147	79.5 %	
	Private	38	20.5 %	
Age	Below - 25	03	1.6 %	
	26 - 35	72	38.9 %	
	36– 45	73	39.5 %	
	46 – 55	29	15.7 %	
	Above – 55	08	4.3 %	
Qualification	MLIS	132	71.4 %	
	M. Phil	49	26.5 %	
	Ph. D	4	2.2 %	
Experience	Less than 10 Years	70	37.8 %	
	11 to 20 Years	95	51.4 %	
	21 to 30 Years	17	9.2 %	
	Above 30 Years	03	1.6 %	

Respondents' Universities and Gender:

The results showed that out of 185 respondents, 147 (79.5%) responses were from public universities and 38 (20.5%) were from private universities out of which 117 (63.2%) were male and 68(36.8%) were female. It indicated that response of male was greater than female.

Respondents' Qualification:

Data analysis showed that 132 (71.4%) were MLIS, 49 (26.5%) were M. Phil scholars and 4 (2.2%) were Ph. D scholars.

Respondents' Age:

Majority of the 73(39.5%) respondents' age was between 36-45 years, 72(38.9%) respondents were 26-35 years, 29(15.7%) were 46-55 years and only 8(4.3%) were above 55 years.

Experience:

Table-1 revealed that majority of the respondents 95 (51.4%) have the experience of 11 to 20 years, 70 (37.8%) have the experience of less than 10 years, 17 (9.2%) have 21 to 30 years and 03 (1.6%) have the experience above 30 years.

Table -2: Descriptive statistic about the knowledge acquisition

Knowledge Acquisition	Mean	Std. Dev.
Easily you can find the information you need to get the job done, from print, electronic information, and human resources outside your organization	4.1676	.498
You can get a lot of important information from partners outside your organization	4.1297	.575

The study respondents were asked to rate the views about the innumerable statements of to solicit the information regarding relationship between knowledge management and job satisfaction. For this purpose, the researcher used a 5-point Likert scale with available options ranging from

strongly disagree (5) to strongly agree (1). Table 2 displays the mean score of respondents' views as they reported '*I'm agree*' with the following statements with the mean scores of: "I easily find information needed in my work from print, electronic and human sources outside my organization" (M = 4.1676), "I get much important information from collaboration partners outside my organization" (*M* = 4.1297). It is clear from the table that participant's response rate towards knowledge acquisition was high.

Table -3: Descriptive statistic about knowledge sharing

Knowledge Sharing	Mean	Std. Deviation
Every time I am in connect with my colleagues	4.1297	.575
Knowledge communication in the organizational helpful and proficient	3.919	.624
In organization we colleagues are honest with each other	3.7351	.667
The workers interacts and exchanges ideas extensively throughout the organization	3.4595	.914
I find it easy to communicate and collaborate with employees from other departments and their functions	3.4270	.894
They providing mutual understanding between different departments and their functions	3.4108	.980
When a colleague is good at something, I ask him / her to teach me that.	3.3297	1.039
In a work environment, when I tell someone, I know, I can obey him for what he knows.	3.3027	.997
The employees share information and learn from each other	2.9815	1.072
Different attitudes are respected and listened to in this organization	3.1514	1.031

When I want to learn certain skills, I ask colleagues about their skills	3.2811	.970
When a client has a problem, I know which colleague or department can help	3.0703	1.108

Table 3 shows the mean score of respondent's views as they reported that they were agree from the following statements with the mean scores of: "I feel connected with my colleagues" (M = 4.1297), "Communication with my colleagues is efficient and beneficial" (M = 3.919), "My colleagues are open and honest with each other" (M = 3.7351). Whereas, the respondents showed no opinion on the following statements with the mean scores of: "Our staff is interactive and exchanges ideas widely across the organization"(M = 3.4595), "I find it easy to communicate and co-operate with employees from other departments and their functions"(M = 3.4270), "There is a mutual understanding between the various departments and their functions"(M = 3.4108), "Our staff shares information and learns from each other"(M = 3.2000), "Different opinions are respected and listened to in this organization"(M = 3.1514), "I ask my colleagues about their skills when I want to learn particular skills"(M = 3.2811), "When a colleague is good at something, I ask him/her to teach me"(M = 3.3297), "When I tell someone what I know, I can count on it that he or she will tell me what he or she knows"(M = 3.3027), "When a customer client has a question, I know which colleague or department will be able to help"(M = 3.0703).

Table-4: Knowledge Creation in the Organization

Knowledge Creation	Mean	Std. Devi.
Information about the status, results and issues of various projects is readily available	2.9189	1.117
Employees are encouraged to actively seek information outside the organization	3.4216	1.045
The organization is constantly gathering information about the external operating environment	3.2703	.945
There is support to collects and the development of new ideas	3.3622	.880
There is provision of new knowledge sharing method	3.2270	.886
Middle management facilitates the exchange of knowledge between staff and top management	3.0486	1.054
Library users are often involved in our innovation process (i.e. developing new products or services or other solutions)	2.9946	.997
We have study groups where members can discuss their work experiences and issues	3.0703	1.042

Table 4 indicates that the respondents showed no opinion on the following statements with the

mean scores of: "Information about the status, results and problems of different projects is easily

available" (M = 2.9189), "Employees are encouraged to seek information actively outside the

organization" (M = 3.4216), My "organization constantly gathers information about the external

operating environment" (M = 3.2703), "Our organization actively collects development ideas" (M = 3.3622), "Our organization develops new methods for sharing knowledge (e.g. blogs, discussion forums) and encourages using them" (M = 3.2270), "Middle management facilitates sharing knowledge between staff and top management" (M = 3.0486), "Library users often participate in our innovation processes i.e., in developing a new product or service or other solution" (M=2.9946), "We have learning groups, where members can discuss their work experiences and problems"(M=3.0703).

Table-5: Descriptive analysis about knowledge codification

Knowledge Codification	Mean	Std. Dev.
I can easily explore the job-related document in my organization	3.3351	1.200
Formerly created solutions and documents are easily accessible	3.1730	1.216
The provision of electronic communication (e.g., e-mail) is smooth in my work	3.1730	1.212
The provision of efficient and appropriate information systems in the library	3.0054	1.134
These information systems are work effective	2.9081	1.210

In the table 5, respondents indicated no opinions on the following statements with the mean scores of: "I easily find the documents and files needed in my work" (M = 3.3351), "Previously made solutions and documents are easily available" (M = 3.1730), "Electronic communication (e.g., e-mail) is smooth in my work" (M = 3.1730), "Our organization has efficient and appropriate information systems" (M = 3.0054), "Information systems are exploited efficiently" (M = 2.9081).

Table-6: Descriptive analysis of knowledge retention

Knowledge Retention:	Mean	Std. Dev.
When an experienced employee leaves, they are encouraged to transfer and distribute their knowledge to others	3.2919	1.175
Mentoring and coaching are used for familiarizing new employees' tasks	3.2649	1.118
This organization encourages sharing information with colleagues	3.2486	1.239

Table.6 describes that respondent showed no opinions on the following statements with the mean scores of: "When an experienced employee leaves, they are encouraged to transfer and distribute their knowledge to others" (M = 3.2919), "Mentoring and coaching are used for familiarizing new employees to their tasks" (M = 3.2649), "This organization encourages sharing information with colleagues" (M = 3.2486).

Job Satisfaction

Table-7: Descriptive analysis about job satisfaction

Job satisfaction level in the following statements?	Mean	Std. Dev.
I enjoy my work very much	4.0973	.668
I can recommend my employer to others	3.8811	.665
I am satisfied with the feeling of accomplishment, I get from completing tasks at work	3.5892	.796
I am satisfied with working in this organization as the tasks that I perform don't go against my conscience or principles	3.1405	.973
I am satisfied with the pay that I get for the work I do	2.4324	1.241

I am satisfied with working in this organization as it gives me the chance to work autonomously most of the time	2.8973	1.065
I am satisfied with the way the organization policies are put in to practice	2.9081	1.087
Taking into consideration all things about my job, I am very satisfied	2.8486	1.141
I receive adequate training when new technology is introduced relating to my job duties	2.7297	1.138

Table 7 displays the mean score of respondents' views as they reported that '*I'm agree*' with the following statements: "I enjoy my work very much" (M = 4.0973), "I can recommend my employer to others" (M = 3.8811), "I am satisfied with the feeling of accomplishment, I get from completing tasks at work" (M = 3.5892), "I am satisfied with working in this organization as the tasks that I perform don't go against my conscience or principles" (M = 3.1405), "I am satisfied with the pay that I get for the work I do"(M = 2.4324), "I am satisfied with working in this organization as it gives me the chance to work autonomously most of the time" (M = 2.8973), "I am satisfied with the way the organization policies are put in to practice" (M = 2.9081), "Taking into consideration all things about my job, I am very satisfied" (M = 2.8486), " receive adequate training when new technology is introduced relating to my job duties" (M = 2.7297).

Conclusion

The relationship between knowledge management and job satisfaction has typically been studied in terms of benefits of this relationship as it brings high level of organizational performance. Previously, no research study has been done in this field. This research gives awareness knowledge management and job satisfaction. Findings of the study showed that there was a positive significant correlation between the job satisfaction and knowledge management and

examined that the presence of knowledge management practices in the library highly related to the job satisfaction. Finally, this study indicates that knowledge management is a key factor for the development and improvement of an organization. Over all the study demonstrates that knowledge management is considered as a key practice which encourages and supports job satisfaction. So, it can be added to the toolbox of the librarians in order to improve their work condition. Finally, it is concluded that this is first research study that examined the association between knowledge management and job satisfaction among the librarians. As this is the initial research on this relationship. For deepen understandings, much more research work should be done in this field.

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