

The Mediating Role of Job Satisfaction on The Relationship between Knowledge Management Practices and Employee Work Performance: The Private Banking Case in Myanmar

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Abstract

This study aimed to investigate the impact of knowledge management practices on employee work performance and the mediating role of job satisfaction on the relationships between knowledge management practices and work performance of private banks employees in Myanmar. Specifically, this study emphasized six dimensions of knowledge management practices, job satisfaction, and employee work performance. The quantitative research approach was used to investigate 434 valid responses collected via a questionnaire survey from the users of a private bank in Myanmar. Multiple regression analysis was used to analyze the data. This study found that three dimensions of knowledge management practices, knowledge sharing, knowledge application, and knowledge retention significantly impact on employee work performance and job satisfaction partially mediates on the relationships between knowledge management practices, except knowledge sharing, and employee work performance. The findings could contribute to the organizational performance context in the aspect of knowledge management practices and employee work performance. Moreover, the findings could be applied to the development HR strategies to improve performance.

Keywords: Knowledge Management, Job Satisfaction, Employee Work Performance



I. INTRODUCTION

Today business world, knowledge has become one of the critical driving forces for business success. In addition, the emergence of rapidly expanding technologies for information distribution has focused attention on knowledge management (Tsirikas & Katsaros, 2014). Nonaka and Takeuchi (1995) proposed knowledge management may growth employee's innovation, learning and performance which affect their flexibility and job satisfaction. Many organizations are viewing knowledge as the most valuable and strategic resource, and as a result, they are realizing that to remain competitive they must manage this resource (Zack, 1999). In addition, the foundation of organizational competitiveness in the contemporary economy has shifted from physical and tangible resources to knowledge (Wong & Aspinwall, 2005).

Because of the rapidly changing market expectations, the demands for new products have been gradually replacing the capital and labor-intensive firms by knowledge intensive firms, and routine work by knowledge worker (Ali & Ahmad, 2006). To provide new and quality products or services, organizations need to have skillful and knowledgeable staffs and leaders. In the later time, prime resource of any organization is not its financial or technical resources but it is the knowledge which is enclosed in the mind of its human (Malhotra, 1997). Therefore, knowledge base resources are the path or way that follows in order to have a sustainable competitive edge to the organization (Biswakarma, 2018). Moreover, knowledge management positively affects organizational outcomes of company innovation, product improvement and employee improvement (Rasula, Vuksic, & Stemberger, 2012). It is more important in the service sector especially in a financial institution like banks (Biswakarma, 2018).

The role played by banking sector is increasingly important for economic development (Nghu &

Mbugua, 2017). Therefore, private banks are usually recognized for the contribution made in the economic activities, innovation, employment and wealth creation for a nation (Okoth & Kusa, 2013). In addition, as they are in the service sector, banks develop a variety of products (including automated teller machine, phone banking, telebanking, Internet banking, etc.) to meet the needs of customers (Ndubisi, Wah, & Ndubisi, 2007). By managing available knowledge of employees, they can benefit from knowledge management in supporting the creation of new knowledge, inventing new ideas and taking initiatives to enhance their development and success in the banking environment (Alrawi & Elkhatab, 2009). The Myanmar banking industry is characterized by intense competition; therefore, banks should utilize their knowledge resources effectively to create competitive advantages and develop a greater ability to act and adapt to the ever-changing tastes and needs of customers (International Monetary Fund, 2018). Therefore, bank managers need to use and manage their workforce's knowledge for making decisions and performing tasks perfectly for the organizational success.

As human knowledge, skills, and intelligence are tacit and individually centered, they are not easily captured and processed for the benefit of the organization (Alyoubi, Hoque, & Alharbi, 2018). Many prior studies broadly explained that job satisfaction is an employee's positive/negative perception associated with his/her job, which fosters organizational commitment and work performance as final outputs (Spector, 1997). Although job satisfaction is the most researched topic in the field of organizational behavior, it has only rarely been approached from a knowledge-based perspective (Alyoubi et al., 2018). Many researchers have been studied the relationship between knowledge management and job satisfaction (Kianto, Vanhala, & Heilmann, 2016; Pruzinsky &

Mihalcova, 2017; Kumar, 2018). However, there is no documented study or survey for Myanmar banking sector. To fill this gap in the literature, this study examines the impact of knowledge management practices on employee work performance and the mediating role of job satisfaction on the relationship between knowledge management practices and employee work performance.

II. LITERATURE REVIEW

According to the resource-based theory, a company should re-examine its assets and make use of the most valuable ones to maximize the economic value (Barney & Baysinger, 1990). To compete and become successful in their own market, organizations must now learn to manage their intangible asset that is “Knowledge”. This practice is generally known as Knowledge Management (KM) or sometimes is referred to as business intelligence (Ali & Ahmad, 2006). However, there is no standard definition for knowledge management. According to Lyons (2000), knowledge management is the concept in which an enterprise consciously gathers, organizes, shares, and analyzes its knowledge in term of resources, documents, and people skills. In addition, King (2007) argued knowledge management as the planning, organizing, motivating and controlling of people, processes and systematic in the organization to ensure that its knowledge related assets are continuously improved and effectively employed.

The knowledge management literature includes several categorizations of KM practices and activities. Nonaka and Takeuchi (1995) divide KM practices into knowledge creation, incorporation and dissemination. Demarest (1997) proposes four KM processes: knowledge construction, embodiment, dissemination and use. Alavi and Leidner (2001) discuss knowledge creation, knowledge storage/retrieval, knowledge transfers and application. In sum, the literature typically

identifies four to six knowledge processes that are cyclically interrelated (Nonaka & Takeuchi, 1995; Demarest, 1997; Alavi & Leidner, 2001). Similar to these views, this paper proposes that KM practices can be divided into six main types: knowledge creation, knowledge acquisition, knowledge sharing, knowledge application, knowledge codification and knowledge retention. Definitions of these variables and corresponding literatures are presented in Table (1).

Table 1 Definitions of Knowledge Management Practices

Knowledge management practices	Definitions
Knowledge creation	The organization’s ability to create and develop new and useful ideas and solutions regarding various aspects of organizational activities, from products and technological processes to managerial practices (Nonaka & Takeuchi, 1995; Kianto et al., 2016).
Knowledge acquisition	Organizational practices that aims at collecting information from extra organizational sources (Cohen & Levinthal, 1990; Zahra & George, 2002; Darroch, 2005).
Knowledge sharing	Donation and collection of knowledge among the different knowledge units in an organization (Becerra-Fernandez, Gonzales, & Sabherwal, 2004; Nonaka I., 1991).
Knowledge application	Processes of applying knowledge to new situations in which users can learn and generate new knowledge and having effective storage and retrieval mechanisms(ways) that allow the organization to access that their knowledge easily (Lawson, 2003; Lin & Lee, 2005).
Knowledge codification	The activities needed to codify tacit knowledge into explicit form, to store documented knowledge and to provide up-to-date documented knowledge to others in the organization (Filius, De Jong, & Roelofs, 2000).

Table 1 Definitions of Knowledge Management Practices
(Cont.)

Knowledge management practices	Definitions
Knowledge retention	Activities related to managing personnel turnover and the associated loss of expert knowledge - a key strategic resource (Kianto et al., 2016).

However, the performance of an organization results collectively from the ability and effort of its employees toward achieving organization's targets. Understanding employee work performance is essential as the crucial management decisions are based on individual performance (Sonnentag, Volmer, & Spychala, 2008). Employees work performance is very important as it creates the overall organizational performance (Berberoglu & Secim, 2015). According to Armstrong and Taylor (2014) defined performance as behavior that accomplishes results. Employee work performance is defined as all activities that employees involve to fulfill their obligations toward achieving organizational goals and objectives (Kocak, 2006). Borman & Motowidlo (1993) asserted that performance is classified into two categories; task performance and contextual performance. Task performance refers to employees' direct involvement in practical duties in the process of achieving practical outcomes (Borman & Motowidlo, 1997). Contextual performance refers to extra-role activities that support the social and organizational environment (Borman & Motowidlo, 1993). The implementation of knowledge management (knowledge management infrastructure and practices) is likely to ensure the provision of work content components and work environment components (Kianto et al., 2016). Some researchers also found that knowledge management practices can affect the work environment characteristics and work content

characteristic positively to foster the contextual and task performance (Razzaq, et al., 2018).

Many studies have been done in the area of knowledge management especially its impact on performance (Darroch, 2005; Kuo & Ye, 2010; Delshab, et al., 2020; Etori & Alilah, 2020). Darroch (2005) studied the impact of knowledge management on performance in New Zealand organizations and found that knowledge management have significant impact on performance. Kuo and Ye (2010) studied the impact of IT application and knowledge management capacity on performance and found the significance relationship between knowledge management capacity and performance. Delshab and colleagues (2020) studied the impact of knowledge management on performance of nonprofit sports clubs and found that knowledge management have significant impact on performance. In addition, Etori and Alilah (2020) also study the impact of knowledge management on performance of US retail firms and found that knowledge management significantly impact the performance. In Myanmar, no existing study explores the impact of knowledge management practices on employee work performance in banking sector. Therefore, this study aimed to examine the impact of knowledge management practices on employee work performance and, accordingly, proposed the following hypotheses.

H1a: Knowledge creation is positively and significantly related to employee work performance.

H1b: Knowledge acquisition is positively and significantly related to employee work performance.

H1c: Knowledge sharing is positively and significantly related to employee work performance.

H1d: Knowledge application is positively and significantly related to employee work performance.

H1e: Knowledge codification is positively and significantly related to employee work performance.

H1f: Knowledge retention is positively and significantly related to employee work performance.

Spector (1997) defined job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. The term job satisfaction is close to the concept of employee well-being (Pruzinsky & Mihalcova, 2017). Employee well-being is the overall quality of an employee's experience and functioning at work (Grant, Christianson, & Price, 2007). The definition includes three dimensions of well-being: psychological, physical and social. Well-being is a key factor in both individual and organizational performance. The impact of poor well-being is reflected in under-performance, absenteeism, presents, sick leave and turnover (Pruzinsky & Mihalcova, 2017).

Although a considerable interest regarding the connection between knowledge management and job satisfaction has been expressed, only few authors have been able to draw on any structured research in order to investigate possible connections (Tsirikas & Katsaros, 2014). Ajay and Vandna (2011) have shown that there is a positive correlation between knowledge management and employee satisfaction. Overall, Becerra-Fernandez et al. (2004) argue that knowledge management may enhance employees' flexibility and job satisfaction.

Many researchers had been explored the relationship between knowledge management and employee job satisfaction (Koseoglu, Bektas, Parnell, & Carratier, 2010; Almahamid, Mcadama, & Kalaldehy, 2010; Lee & Chaung, 2007). Lee & Chang (2007) examined the relationship between employee job satisfaction and knowledge management in an electric wire and cable group in Taiwan. Singh & Sharma's (2011) studied Indian telecommunication industries and found a positive association between knowledge management and employee job satisfaction.

Almahamid et al. (2010) focused on the impact of knowledge sharing on job satisfaction in Jordan.

However, the literature suggests a weak relationship between job satisfaction and performance and the link between an individual's job satisfaction and his/her productivity is only very slightly positive (Langton & Robbins, 2006). As against that, other authors suggest that employees' job satisfaction may affect their performance (Gibson, Fichman, & Plant, 1997) and their productivity (Hollyforde & Whiddett, 2002). Rasmi, Muis, and Pono (2020) studied the impact of compensation, work environment, and organizational commitment towards job satisfaction on the performance and found that job satisfaction has a positive and significant impact on teacher performance. Tentama, Kusuma, & Subardjo (2019) studied the direct and indirect effect of transformational leadership on performance with satisfaction as a mediator of the educational staff at the University of X Yogyakarta. Therefore, this paper investigated the mediating effect of job satisfaction on the relationship between knowledge management practices and employee work performance. On the basis of proposed research model, following hypothesis are developed to test the meditating effect on the relationship between variables.

H2a: The relationship between knowledge creation and employee work performance is mediated by job satisfaction.

H2b: The relationship between knowledge acquisition and employee work performance is mediated by job satisfaction.

H2c: The relationship between knowledge sharing and employee work performance is mediated by job satisfaction.

H2d: The relationship between knowledge application and employee work performance is mediated by job satisfaction.

H2e: The relationship between knowledge codification and employee work performance is mediated by job satisfaction.

H2f: The relationship between knowledge retention and employee work performance is mediated by job satisfaction.

Based on the above discussion and proposed hypotheses, the conceptual framework is illustrated in Figure (1). This framework argues that the six dimensions of KM Practices– knowledge creation, knowledge acquisition, knowledge sharing, knowledge application, knowledge codification and knowledge retention can improve the likelihood of employee work performance. This framework also showed that the relationship between knowledge management practices and work performance is mediated by job satisfaction.

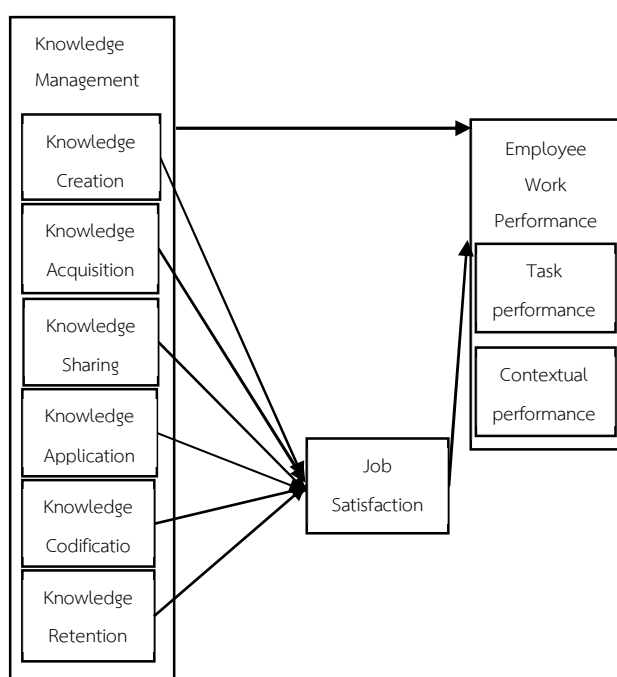


Figure 1 Conceptual Framework

III. RESEARCH METHODOLOGY

The exploratory research was mainly used in this study. Non-probability sampling gives a variety of alternative techniques based on researchers' subjective

judgment (Sekaran & Bougie, 2016). The convenience sampling method was applied for the study. A draft questionnaire was prepared based on previous literature and translated to Myanmar using back translation method. Then the questionnaire was distributed to 48 respondents to test pilot study. Reliability analysis was used as preliminary analysis for the pilot study. Based on the results of the pilot study, the questionnaire was refined for the main data collection. To cover incomplete response, the 400 people who are working in private bank were targeted as the sample size for the study. Then, 600 questionnaires were distributed to private bank employees and out of which 500 questionnaires were returned. Therefore, the response rate is 83.33% and after eliminating incomplete response 434 questionnaires were used. In the main study, after analyzing scale reliability with Cronbach's Alpha, regression analysis was used to test the hypotheses specified in the model.

A. Research Measurement

The study aimed to test the impact of knowledge management practices on employee work performance, and mediating role of employee job satisfaction on the relationship between knowledge management practices and employee work performance. In order to get this aim, six knowledge management practice dimensions were used. For the measure of the research model, scale items were adopted from various previous studies. For the knowledge management practice variables, scale items were adopted from the work of Kianto (2008), Jakob (2003), Wiig (2003). In this study, job satisfaction is treated as unidimensional measure and adopted from Fernandes and Awamleh (2006). In addition, scale items for employee work performance variables were adopted from Koopmans et al. (2014).

B. Reliability Analysis

For the internal consistency of the scale items used in the study Cronbach's Alpha analysis was used. Various authors suggested that the value of Cronbach's Alpha above 0.7 means good reliability (Zikmund, Babin, Carr, & Griffin, 2010). However, Hair, Black, Babin, and Anderson (2014) suggested that Cronbach's Alpha value 0.6 can be used in exploratory research. For the main study, as shown in Table (2), Cronbach's Alpha values range from 0.609 to 0.9, and all these values were aligned with the criteria set by Zikmund et al. (2010) and Hair et al. (2014).

Table 2 Reliability Analysis for the Research Variables

Sr. No.	Research Variables	Number of Items	Croanbach's Alpha
1.	Knowledge Creation	8	.767
2.	Knowledge Acquisition	7	.763
3.	Knowledge Sharing	7	.900
4.	Knowledge Application	4	.827
5.	Knowledge Codification	5	.841
6.	Knowledge Retention	3	.603
7.	Job Satisfaction	7	.877
8.	Task Performance	7	.872
9.	Contextual Performance	12	.898

n=434

IV. ANALYSIS AND DISCUSSIONS

A. Testing the relationship between knowledge management practices and employee work performance

To test the effect of knowledge management practices on employee work performance, in order to reach the first objectives, multiple regression analysis was done. As shown in Table (3), 3 out of 6 dimensions of knowledge management practices have positive and

significant impact on employee work performance. Knowledge sharing, knowledge application, and knowledge retention have positive and significant impact on employee work performance, meaning that hypotheses H1c, H1d, and H1f are accepted. However, other three dimensions, knowledge creation, knowledge acquisition, and knowledge codification don't have significant impact on employee work performance – rejecting the hypotheses H1a, H1b, and H1e. Table (3) shows that 32.6% (R-square = .326) of variation in employee work performance is explained by knowledge management practices variables. Among these variables, knowledge sharing dimension of knowledge management practices have greatest impact on employee work performance, the value of beta is 0.226, which is the largest among other variables.

Table 3 Multiple Regression Analysis: Knowledge Management Practices and Employee Work Performance

	Coefficients (Beta)	t	P	R-Square	F	F-sig
Knowledge Creation	.061	1.187	.236	.326	34.383	.000
Knowledge Acquisition	-.036	-.914	.361			
Knowledge Sharing	.226***	4.967	.000			
Knowledge Application	.183***	4.538	.000			
Knowledge Codification	-.005	-.106	.916			
Knowledge Retention	.117*	2.529	.012			

a. Dependent Variable: Employee Work Performance

*** = $p < 0.001$, * = $p < 0.05$, n=434

B. Testing the mediation effect of job satisfaction on the relationship between knowledge management practices and employee work performance

To test the mediation effect of job satisfaction on the relationship between knowledge management practices and employee work performance, which can reach the second objective, the methodology suggested by Baron and Kenny (1986) was used. Preacher and Hayes, (2004) indicated that most mediation analyses are guided by the procedures outlined by Baron and Kenny (1986). According to this methodology, mediation occur when four conditions are met. First, independent variable (knowledge management practices dimensions) significantly effects the mediator (job satisfaction). Second, the mediator (job satisfaction) significantly effects the dependent variable (employee work performance). Third, the independent variable (knowledge management practices dimensions) has significant effect on dependent variable (employee work performance) in the absence of the mediator (job satisfaction). Fourth, when the mediator (job satisfaction) is added to the model, the effect of independent variable (knowledge management practices dimensions) on the dependent variable (employee work performance) is significantly reduced. Test of the mediation effect of job satisfaction on the relationship between knowledge management practices and employee work performance results are shown in Figure 2 through 7.

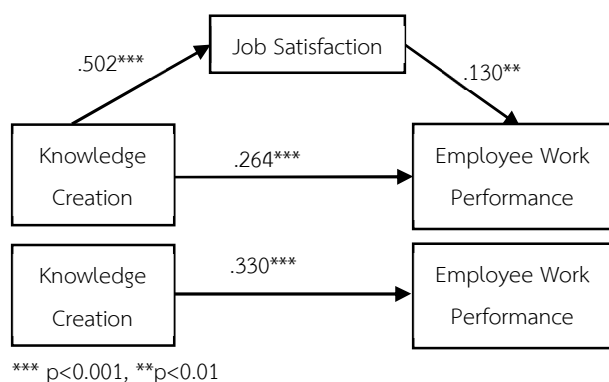


Figure 2 Path analysis for knowledge creation and employee work performance

Figure 2 represents the result of the path analysis on job satisfaction mediating on the relationship between knowledge creation and employee work performance. Knowledge creation has a positive direct effect on employee work performance. As for indirect effect, knowledge creation has significant positive impact on job satisfaction and job satisfaction has significant positive impact on employee work performance. The results prove that job satisfaction is partially mediating on the relationship between knowledge creation and employee work performance.

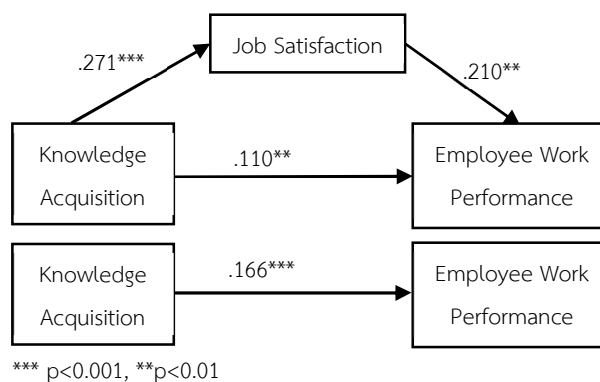


Figure 3 Path analysis for knowledge acquisition and employee work performance

Figure 3 represents the result of the path analysis on job satisfaction mediating on the relationship between knowledge acquisition and employee work performance. Knowledge acquisition has a significant positive direct effect on employee work performance. As for indirect effect, knowledge acquisition has significant positive impact on job satisfaction and job satisfaction has significant positive impact on employee work performance. The results prove that job satisfaction is partially mediating on the relationship between knowledge acquisition and employee work performance.

Figure 4 represents the result of the path analysis on job satisfaction mediating on the relationship between knowledge sharing and employee work

performance. Knowledge sharing has a positive direct effect on employee work performance.

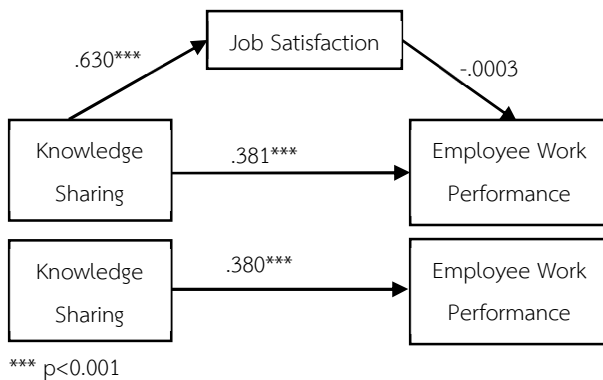


Figure 4 Path analysis for knowledge sharing and employee work performance

As for indirect effect, although the knowledge sharing has significant positive impact on job satisfaction, job satisfaction doesn't have significant impact on employee work performance. Therefore, job satisfaction doesn't have mediating effect on the relationship between knowledge sharing and employee work performance.

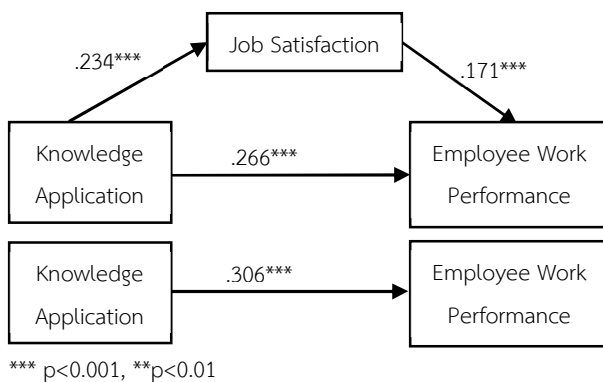


Figure 5 Path analysis for knowledge application and employee work performance

Figure 5 represents the result of the path analysis on job satisfaction mediating on the relationship between knowledge application and employee work performance. Knowledge application has a positive

direct effect on employee work performance. As for indirect effect, knowledge application has significant positive impact on job satisfaction and job satisfaction has significant positive impact on employee work performance. The results prove that job satisfaction is partially mediating on the relationship between knowledge application and employee work performance.

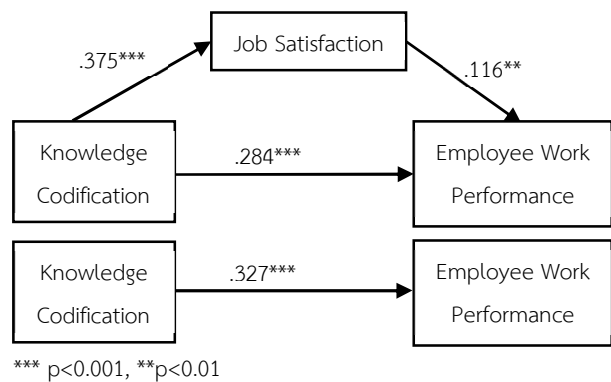


Figure 6 Path analysis for knowledge codification and employee work performance

Figure 6 represents the result of the path analysis on job satisfaction mediating on the relationship between knowledge codification and employee work performance. Knowledge codification has a positive direct effect on employee work performance. As for indirect effect, knowledge codification has significant positive impact on job satisfaction and job satisfaction has significant positive impact on employee work performance. The results prove that job satisfaction is partially mediating on the relationship between knowledge codification and employee work performance.

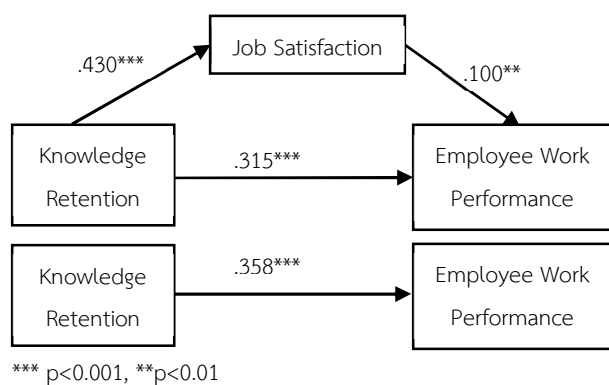


Figure 7 Path analysis for knowledge retention and employee work performance

Figure 7 represents the result of the path analysis on job satisfaction mediating on the relationship between knowledge retention and employee work performance. Knowledge retention has a positive direct effect on employee work performance. As for indirect effect, knowledge retention has significant positive impact on job satisfaction and job satisfaction has significant positive impact on employee work performance. The results prove that job satisfaction is partially mediating on the relationship between knowledge retention and employee work performance.

According to these figures (from figure 2 to 7), job satisfaction is partially mediating the relationship between 5 (out of 6) dimensions of knowledge management practices and employee work performance. However, job satisfaction does not have mediating effect on the relationship between knowledge sharing and employee work performance.

C. Discussion

One of the objectives of this study was to investigate the impact of knowledge management practices on employee work performance and it was found that 3 out of 6 dimensions of knowledge management practices has significant positive impact on employee work performance. According to multiple regression analysis, knowledge sharing has significant

positive impact on employee work performance – accepting hypothesis H1c. This result is aligned with the finding of Chaarani and Abiad (2020), Kinyua, SMA, and JM (2015), and Darroch (2005). Knowledge application was found to have significant positive impact on employee work performance – accepting hypothesis H1d. This result was aligned with the findings of Kinyua et al (2015). In addition, knowledge retention also found to have significant impact on employee work performance – accepting hypothesis H1f. This result was aligned with the findings of Alyoubi et al. (2018). However, three dimensions of knowledge management practices, knowledge creation, knowledge acquisition, and knowledge codification did not find to have significant impact on employee work performance – rejecting H1a, H1b, and H13. These results mean that organization's ability to create, acquire, and documentation of knowledge do not significantly relate to employee work performance. These findings are contrary to most of the previous researches. However, Prusak and Weiss, (2007) argued the reasons behind the failure of knowledge practices, such as creation, sharing, and codification, are due to the complexity of knowledge management and the need to go beyond technological systems. Most organizations' documents are presented in an isolated fashion. There is not enough context to enable knowledge workers to make connections between related documents (Prusak & Weiss, 2007).

The second objective of the study was to examine the mediating effect of job satisfaction on the relationship between knowledge management practices dimensions and employee work performance. The findings indicate that job satisfaction is partially mediating on the relationships between 5 out of 6 dimensions, except knowledge sharing, of knowledge management practices and employee work performance – accepting hypotheses H2a, H2b, H2d,

H2e, and H2f. However, job satisfaction doesn't have mediating effect on the relationship between knowledge sharing and employee work performance – rejecting hypothesis H2c.

V. CONCLUSIONS

A. Theoretical Contribution

This study contributes to knowledge management literature in several perspectives. The first contribution of this study fulfills theoretical gaps that present in knowledge management literature and gain and understanding of the relationship among knowledge management practices, job satisfaction and employee work performance. The finding of this study reveals that knowledge management practices dimensions are, in some way, the drivers of bank employees work performance. The second contribution would be the empirical evidence that the relationships between the knowledge management practices dimensions and employee work performance are partially mediated by job satisfaction of bank employees. This can provide better understanding of a variable that affect the relationship between knowledge management practices and employee work performance.

B. Managerial Implications

This study makes implication by providing banking sector with better insights into knowledge management practices, including knowledge creation, knowledge acquisition, knowledge sharing, knowledge application, knowledge codification and knowledge retention, in order to improve employee work performance. Further, by linking these issues to work performance, this study demonstrates the importance of knowledge management practices for better employee work performance. Therefore, improved employee work performance can be one of the long-term benefits of fulfilling knowledge management best practices. In this

study, the results show that knowledge sharing positively and significantly influence on employee work performance. This can be implied that by providing donation and collection of knowledge among the different knowledge units in an organization, the bank can improve work performance of its employees. Further, knowledge application also has a positive and significant influence on employee work performance. By applying bank employee knowledges into new situation and generating their knowledge into new ideas, the bank can obtain effectiveness in their work performance. Moreover, knowledge retention also positively and significantly influences on employee work performance. Therefore, this can be implied that by managing personnel turnover and the associated loss of expert knowledge, bank can maintain employee work performance.

In addition to the direct effect of knowledge management practices on employees work performance, the mediating effects of job satisfaction on the relationship between knowledge management practices and employee work performance has also studied. The result of the study revealed that when job satisfaction is mediated, five of six dimensions of knowledge management practices positively and significantly influence on employee work performance. These five dimensions of knowledge management practices are knowledge creation, knowledge acquisition, knowledge application, knowledge codification and knowledge retention. The result of the study showed that when job satisfaction is mediated, knowledge sharing is not positively and significantly influence on employee work performance. As a result, this can be implied that when the bank emphasized job satisfaction of their employees, all the dimensions of knowledge management practices are more considered for the employees work performance except knowledge sharing. Therefore, banks manager should



perceive and recognize the benefits of knowledge management practices that can increase employee work performance.

C. Recommendation for future research

This study investigated the impact of knowledge management practices on employee work performance and the mediating role of job satisfaction on the relationship between knowledge management practices and employee work performance. According to the findings of this study, there are several suggestions for further research. Firstly, the researcher should identify more knowledge management practices dimensions with the fix of the banking sector because this study found that some knowledge management practices dimensions do not have significant effect on employee work performance. Further researchers should also consider the key factors of knowledge management practices to be more complementary research.

Secondly, as the impact of knowledge management practices on employee work performance have changed when job satisfaction is included as a mediator in the model, further research should try other constructs, such as employee commitment, as a mediator between knowledge management practices and employee work performance.

Finally, for more understanding of the mediating role of job satisfaction on the relationship between knowledge management practices and employee work performance, further research should emphasize on other industries (i.e. University, Hospitals, IT etc.).

D. Conclusion

This study aimed to investigate the impact of knowledge management practices on employee work performance and the mediating role of job satisfaction on employee work performance. Along with these

objectives 12 hypotheses were tested by multiple regression methods and the results showed that, in the absent of job satisfaction as a mediator, knowledge sharing, knowledge application, and knowledge retention have significant positive impact on employee work performance. However, when job satisfaction is included as mediator, knowledge management practices variables, except knowledge sharing, have significant indirect impact on employee work performance and their relationships are partially mediated by the mediator.

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