The Impact of Knowledge Management Strategies on Employee Job Satisfaction: A Study of RMG in Bangladesh

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OPEN ACCESS

Manuscript ID:
MGT-2021-09014080

Volume: 9

Issue: 1

Month: July

Year: 2021

P-ISSN: 2321-4643

E-ISSN: 2581-9402

Received: 12.05.2021

Accepted: 25.06.2021

Published: 01.07.2021

Citation:
Hasan Mia, Md, and Md Abdul Kayum Chowdhuary. "The Impact of Knowledge Management Strategies on Employee Job Satisfaction: A Study of RMG in Bangladesh." *Shanlax International Journal of Management*, vol. 9, no. 1, 2021, pp. 39-49.

DOI:
https://doi.org/10.34293/management.v9i1.4080

Abstract
Knowledge management (KM) strategy is a crucial part of personnel management and retention of talents. This paper aims at identifying the impact and relation of knowledge management on employee satisfaction. The study is based on hypothesis and the data was collected by a questionnaire survey from 35 employees of reputed garments organization of Bangladesh. Satisfaction rely on factors like compensation structure, user friendly, relation with co-worker, autonomy, workload etc. The core findings of the study is codified strategy is more user friendly, but the practice of tacit strategy with proper incentives increase the overall satisfaction of employee though there are more workload. The employees are more comfortable with tacit strategy than codified strategy. The study is only focused on garments employee where KM strategy is widely practice all spheres of Human Resource Management (HRM). However, The paper reveal how KM strategy can increase employee satisfaction. The HR people and decision maker can understand and design appropriate KM strategy from this study. Therefore, organization also can manage and retain the talents by designing and applying findings of the study
Keywords: KM Strategy, Satisfaction, Codified & Tacit Strategy, Bangladesh

Introduction

The world is constantly changing due to globalization. The companies that choose the knowledge-based economy are advancing competition from other organizations through the use of information, communication and technology. We can see in history that, big organization practice first management philosophies. Like, enterprise resource planning (ERP), business process re-engineering (BPR) and total quality management (TQM). Because big organizations can deals with large amount of people both internal and external. Now, almost all organizations are prioritizing knowledge management in their work to survive the competition in the private sector (Cong & Pandya, 2003). Although the term knowledge management is new, it is actually a unified form of institutional work called knowledge management (Dadashkarimi & Mohammadi Asl, 2013). Now the question is what is knowledge and knowledge management? Knowledge means theoretical and practical understanding in a specific subject (Murry, 1884). Knowledge management is the process of knowledge creation, preservation, organization, dissemination and use. Knowledge management is based on the assumption that firms have a high volume of data. This information is made up of a combination of reports, financial information, etc. (Cong, et al., 2007).

Knowledge management strategies can lead to design, spread and employ of knowledge for achieving objectives of the organization (Adhikari, 2010). For use knowledge management successfully organization needs to evaluate the strategy they use. In evaluation, they need to figure out the existing infrastructure both technological and technical, organizational strategies and its level of importance and organizational, commercial and cultural infrastructures (Dadashkarimi & Mohammadi Asl, 2013). In Bangladesh, Ready Made Garments (RMG) is a big sector in economy. Over 3.6 million people are related with it. In international business resent years, Bangladesh faces a huge challenge from China, India, Philippines and Cambodia etc.(Asiatic Foundation, 2017). To survive in competitive world Bangladesh needs skilled manpower. So, knowledge management strategies must be an important element in here. Without that RMG sector must not compete with other nations. To compete with other nations, known about customers need is important part. Again, to find out the better output, HR needs to find out the way to perform better from employees. That's why HR needs to relate on knowledge management strategies with job satisfaction. Knowledge management strategies can figure out the needs of employees and customers. In this report, we try to make effects of knowledge management strategies on employee job satisfaction for selected RMG. The dimension of the study in term of geographical area covered several garments in Dhaka and Narayanganj which can generalize on all over the sector. As the research is focused on the effects of knowledge management strategies on employee job satisfaction for selected RMG in Bangladesh.

Objectives of the Study

The objectives of the study is to address how the knowledge management strategies react, find out how codification strategy influences employee job satisfaction and find out how tacit knowledge strategy influences employee job satisfaction

Literature Review

Knowledge

According to Khanal & Poudel (2017) "Knowledge is defined as (i) expertise, and skills acquired by a person through experience or education; (ii) the theoretical or practical understanding of a subject, (iii) what is known in a particular field and (iv) awareness or familiarity gained by experience of a fact or situation". Knowledge is dynamic and static in nature; and it also provides a formal structure for assessment, employment and new particulars. (Nunaka and Hirotaka, 2006)

Knowledge Management

Knowledge management a way of generating, obtaining, perceiving, providing and utilizing knowledge for knowledge acquisition and performance accomplishment (Scarborough et al., 1999). The ingenuity and proficiency of employees enhance the value of companies in knowledge management (Mecklenberg et al., 1999). Knowledge management assumes that there has huge amount of data which provides formalized information using different methods and procedures in the organization. (Iranshahi, 2007). Knowledge management enables individuals to increase their proficiency and ability through sharing knowledge and learning experiences. (Cong and Pandya, 2003).

Strategy

When we ponder ourselves and are engaged in a situation we need to compete with some facts called strategy (Torkashvand, 2002). There is generally two strategy approaches; general strategy and company strategy. (Whittington, 2001). According to Athapaththu (2016) "A strategy is a plan of actions that one use to formulate goals and objectives and the means of achieving these goals and objectives." A strategy can be a plan, a pattern, a perspective, a position and also it can be a ploy or a maneuver which can help an organization to avoid its competitors (Mintsberg, 1994).

Knowledge Management Strategy

There are two types of knowledge management strategies; tacit and explicit (Inkpen & Dinur, 1998). Hansen et al (1999) pointed out two approaches of Knowledge management; codification and personalization strategy. Processes of Knowledge management lead to design, spread and employ of knowledge for achieving objectives of the

organization (Adhikari, 2010). McAdam and Reid (2000) compared the public sector and private sector with regard to KM using the socially constructed model for the KM strategies.

Codified Strategy

Codified or Explicit knowledge is the articulation of symbols through which communication is done with other people. (Schulz & Jobe, 2001; Hill & Ende, 1994; Spender, 199; Nelson & Winter, 1982). Codified strategy which proceeds more efficiently aroung the organization, is easier to transmit than tacitness Strategy. (Kogut & Zander, 1993). Codified strategy presents rapid and authentic entry to organizational proficiency across the organization (Schulz & Jobe, 2001).

Tacit or Personalized Strategy

Tacit Strategy is introduced to reduce the cost of codification strategy, to avoid the disruption of internet and burdens of information. (Schulz & Jobe, 2001) Tacitness knowledge is difficult to communicate and articulate through sign and symbols with other people. (Schulz & Jobe, 2001; Hill & Ende, 1994; Nelson & Winter, 1982; Spender, 1993) Tacit knowledge excites ingenuity, "creative mayhem," and artistic structure of acknowledgement and collaboration. (Murnighan & Conlon, 1991).

Employee Job Satisfaction

Employee Job Satisfaction is the level of distinctive notion both positive and negative; and Employees will be satisfied because of high salary, good interpersonal relationship among employees and between employee and employer etc where preordained goals and objectives can be gained through utmost use of resources which exist within the organization (Khanal & Poudel, 2017). Knowledge management strategies helps to form domestic environment through knowledge for public service employees (Bridgman and Davis, 2004). There is no one definition that summarizes job satisfaction (Singh, 2012). Locke (1976) defined job satisfaction as a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences. In simply, job satisfaction refers to "the degree to which people like their jobs" (Spector, 1997). Scholars use the concept to show a combination of employee feelings towards the different facets of employee job satisfaction such as the nature of the work itself, promotion opportunities, level of pay and satisfaction with co-workers (Schermerhorn et al., 2005). Employee job satisfaction come from two set of findings, first of all it realted with productivity and organizations commitment, lower absenteeism turnover and increase organizational productivity (Ellickson and Logsdon, 2001). According to Wright and Davis (2003), the benefits like autonomy, compensation, promotion opportunity, good training programs that employees receive from their organisations influence the skill, effort, creativity and productivity that they are willing to give in return. Again, the second important finding is that low job satisfaction coming from huge workload, unfriendly environment has negative outcomes, such as withdrawal behaviour, increasing costs, decreasing profits and, eventually, customer dissatisfaction (Zeffane et al., 2008). Knowledge management strategies and process have an impact on employee job satisfaction like feedback, relationship with co-workers. (Niu, 2010).

Methodology

In this study, both primary and secondary data was used. The primary data was collected from questionnaire survey. The secondary data was collected from annual report of BGMEA related journal, article, newspaper, websites and so on. The study is based on quantitative analysis. There are so many garments industry in Bangladesh, hence the population is unknown. For collecting primary data, ten most renowned garments organizations (such as Ha-Meem group, Beximco Fashion Ltd, Square Fashions Ltd. Opex Sinha Group, Fakir Group, DBL Group, Epyllion Group, Standard Group, Asian Apparels Ltd. and Givensee Group of Industries Ltd.) have been surveyed to represent the industry. The primary data was collected with the help of questionnaire survey. To serve this purpose, a sample of 35 employees of representative garments industry was taken. Convenience sampling method used in this regard. For collecting primary data, a questionnaire containing ten (10) questions regarding Codified Strategy and Tacit or personalized Strategy

of Knowledge Management on Employee job satisfaction. Questionnaire was designed on Likert scale.

Conceptual Framework

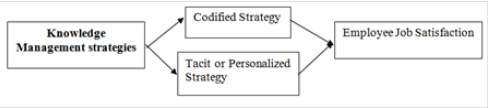

Figure 1: Variables

Variables

There are two types of variables like, Independent variables; Codification strategy and Tacit and dependent variables under employee job satisfaction; User friendly, autonomy, workload, promotion opportunity, good compensation structure, effective feedback, relationship between employees and co-workers, computerized skill, effective training programs.

Analysis & Findings

Respondent Profile

Demographics	Sub-sector	%
Department	Human Resource	23
	Sale & Marketing	20
	Finance & Accounting	17
	Spinning Division	15
	Engineer	15
	Security & Protocol	11
Age	20-30 Years	74
	31-40 Years	18
	Above 40 Years	8
Gender	Male	56
	Female	44
Tenure	Less than 1 year	37
	1-5 Years	40
	5-15 Years	13

Factor Analysis

User Friendly

Codified strategy is more user friendly

Table 1: Mean, SD Calculation for Response Regarding user Friendly

Occurrence (x)	Frequency (f)	f*x	x-Mean	$(x\text{-Mean})^2$	$f*(x\text{-Mean})^2$
1	9	9	-1.71	2.94	26.45
2	8	16	-0.71	0.51	4.08
3	7	21	0.29	0.08	0.57
4	6	24	1.29	1.65	9.92
5	5	25	2.29	5.22	26.12
Total	35	95	1.43	10.41	67.14
Mean Score	2.71				
SD	1.41				

Among all the respondents, 26% respondents were strongly disagree, 23% respondents were disagree, 20% respondents were neutral, 17% respondents were agree and 14% were strongly agree. The mean value of this statement is 2.71, which indicates that respondent were more than disagree with the statement.

Null Hypothesis: Codified strategy is more user friendly. (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Codified strategy is not more user friendly.

We reject the null hypothesis and accept the alternative hypothesis. The z score of -1.22 is in the rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score less than the critical value will be rejected. Since -1.22 is less than 1.645, we reject the null hypothesis. We accept the alternative hypothesis.

Autonomy

Employees entertain more autonomy in Personalized or Tacit strategy

Table 2: Mean, SD Calculation for Response Regarding Autonomy

Occurrence (x)	Frequency (f)	f*x	x-Mean	(x-Mean)^2	f*(x-Mean)^2
1	3	3	-2.69	7.21	21.64
2	5	10	-1.69	2.84	14.21
3	4	12	-0.69	0.47	1.88
4	11	44	0.31	0.10	1.09
5	12	60	1.31	1.73	20.73
Total	35	129	-3.43	12.35	59.54
Mean Score	3.69				
SD	1.32				

Among all the respondents, 9% respondents were strongly disagree, 14% respondents were disagree, 11% respondents were neutral, 32% respondents were agree and 34% were strongly agree. The mean value of this statement is 3.69 which indicates that respondents are more than neutral and close to agree with this statement.

Null Hypothesis: Employees entertain more autonomy in Personalized or Tacit strategy (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Employees don't entertain more autonomy in Personalization or tacitness strategy

The z score of 3.09 is within the non-rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score greater than the critical value cannot be rejected. Since 3.09 is greater than 1.645, we cannot reject the null hypothesis.

Workload

Employees face more workload in Personalized or Tacit strategy

Table 3: Mean, SD Calculation for Response Regarding Workload

Occurrence (x)	Frequency (f)	f*x	x-Mean	(x-Mean)^2	f*(x-Mean)^2
1	6	6	-2.43	5.90	35.39
2	4	8	-1.43	2.04	8.16
3	5	15	-0.43	0.18	0.92
4	9	36	0.57	0.33	2.94
5	11	55	1.57	2.47	27.16
Total	35	120	-2.14	10.92	74.57
Mean Score	3.43				
SD	1.48				

Among all the respondents, 17% respondents were strongly disagree, 11% respondents were disagree, 14% respondents were neutral, 26% respondents were agree and 32% were strongly agree. The mean value of this statement is 3.43 which indicates that respondents are more than neutral and close to agree with this statement.

Null Hypothesis: Employees face more workload in Personalized or Tacit strategy (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Employees don't face more workload in Personalized or Tacit strategy.

The z score of 1.72 is within the non-rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score greater than the critical value cannot be rejected. Since 1.72 is greater than 1.645, we cannot reject the null hypothesis.

Promotion Opportunity

There is good promotion opportunity for employees who use codified strategy

Table 4 Mean, SD Calculation for Response Regarding Promotion Opportunity

Occurrence (x)	Frequency (f)	f*x	x-Mean	(x-Mean)^2	f*(x-Mean)^2
1	4	4	-2.31	5.36	21.42
2	7	14	-1.31	1.73	12.09
3	5	15	-0.31	0.10	0.49
4	12	48	0.69	0.47	5.64
5	7	35	1.69	2.84	19.89
Total	35	116	-1.57	10.49	59.54
Mean Score	3.31				
SD	1.32				

Among all the respondents, 12% respondents were strongly disagree, 20% respondents were disagree, 14% respondents were neutral, 34% respondents were agree and 20% were strongly agree. The mean value of this statement is 3.31 which indicates that respondents are more than neutral and close to agree with this statement.

Null Hypothesis: There is good promotion opportunity for employees who use codified strategy. (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: There is no good promotion opportunity for employees who use codified strategy.

The z score of 1.39 is within the non-rejection area. The critical value (cutoff point) is 1.645. In right-tail hypothesis testing, any z score less than the critical value cannot be rejected. Since 1.39 is less than 1.645, we cannot reject the null hypothesis.

Compensation Structure

Compensation structure is well designed when applying Personalized or Tacit strategy

Table 5: Mean, SD Calculation for Response Regarding Compensation Structure

Occurrence (x)	Frequency (f)	f*x	x-Mean	(x-Mean)^2	f*(x-Mean)^2
1	5	5	-1.83	3.34	16.72
2	12	24	-0.83	0.69	8.24
3	8	24	0.17	0.03	0.24
4	4	16	1.17	1.37	5.49
5	6	30	2.17	4.72	28.29
Total	35	99	0.86	10.15	58.97
Mean Score	2.83				
SD	1.32				

Among all the respondents, 14% respondents were strongly disagree, 34% respondents were disagree, 23% respondents were neutral, 12% respondents were agree and 17% were strongly agree. The mean value of this statement is 2.83 which indicates that respondents are disagree but close to neutral.

Null Hypothesis: Compensation structure is well designed when applying Personalized or Tacit strategy. (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Compensation structure is not well designed when applying Personalized or Tacit strategy.

The z score of -0.76 is in the rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score less than the critical value will be rejected. Since -0.76 is less than 1.645, we reject the null hypothesis. We accept the alternative hypothesis.

Feedback

Employees get effective feedback in Codified strategy

Table 6: Mean, SD Calculation for Response Regarding Feedback (Next page)

Occurence (x)	Frequency (f)	f*x	x-Mean	$(x\text{-Mean})^2$	$f*(x\text{-Mean})^2$
1	17	17	-1.29	1.65	28.10
2	5	10	-0.29	0.08	0.41
3	4	12	0.71	0.51	2.04
4	4	16	1.71	2.94	11.76
5	5	25	2.71	7.37	36.84
Total	35	80	3.57	12.54	79.14
Mean Score	2.29				
SD	1.53				

Among all the respondents, 49% respondents were strongly disagree, 14% respondents were disagree, 12% respondents were neutral, 11% respondents were agree and 14% were strongly agree. The mean value of this statement is 2.29 which indicates that respondents are highly disagree with the statement.

Null Hypothesis: Employees get effective feedback in Codified strategy. (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Employees don't get effective feedback in Codified strategy

The z score of -2.75 is in the rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score less than the critical value will be rejected. Since -2.75 is less than 1.645, we reject the null hypothesis. We accept the alternative hypothesis.

Relationship with Co-workers

Personalized or Tacit strategy ensures good relationship between employees and co-workers.

Table 7: Mean, SD Calculation for Response Regarding Relationship with Co-workers

Occurrence (x)	Frequency (f)	f*x	x-Mean	$(x\text{-Mean})^2$	$f*(x\text{-Mean})^2$
1	2	2	-2.51	6.32	12.64
2	8	16	-1.51	2.29	18.34
3	3	9	-0.51	0.26	0.79
4	14	56	0.49	0.24	3.30
5	8	40	1.49	2.21	17.66
Total	35	123	-2.57	11.32	52.74
Mean Score	3.51				
SD	1.25				

Among all the respondents, 6% respondents were strongly disagree, 23% respondents were disagree, 9% respondents were neutral, 40% respondents were agree and 22% were strongly agree. The mean value of this statement is 3.51 which indicate that respondents are more than neutral and close to agree with this statement.

Null Hypothesis: Personalized or Tacit strategy ensures good relationship between employees and co-workers. (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Personalized or Tacit strategy doesn't ensure good relationship between employees and co-workers

The z score of 2.41 is within the non-rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score greater than the critical value cannot be rejected. Since 2.41 is greater than 1.645, we cannot reject the null hypothesis

Supervision and Reviewing

Employees are supervised and reviewed effectively in Personalized or Tacit knowledge strategy

Table 8: Mean, SD Calculation for Response Regarding Supervision and Reviewing

Occurrence (x)	Frequency (f)	f*x	x-Mean	(x-Mean)^2	f*(x-Mean)^2
1	6	6	-2.20	4.84	29.04
2	7	14	-1.20	1.44	10.08
3	3	9	-0.20	0.04	0.12
4	12	48	0.80	0.64	7.68
5	7	35	1.80	3.24	22.68
Total	35	112	-1.00	10.20	69.50
Mean Score	3.20				
SD	1.43				

Among all the respondents, 17% respondents were strongly disagree, 20% respondents were disagree, 9% respondents were neutral, 34% respondents were agree and 20% were strongly agree. The mean value of this statement is 3.20 which indicates that respondents are more than neutral and close to agree with this statement.

Null Hypothesis: Employees are supervised and reviewed effectively in Personalization or Tacitness strategy (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Employees are not supervised and reviewed effectively in Personalized or Tacit knowledge strategy.

The z score of 0.83 is within the non-rejection area. The critical value (cutoff point) is 1.645. In right-tail hypothesis testing, any z score less than the critical value cannot be rejected. Since 0.83 is less than 1.645, we cannot reject the null hypothesis

Skill

Computerized skill is needed for Codified strategy

Table 9: Mean, SD Calculation for Response Regarding Skill

Occurrence (x)	Frequency (f)	f*x	x-Mean	(x-Mean)^2	f*(x-Mean)^2
1	0	0	-2.86	8.16	0.00
2	4	8	-1.86	3.45	13.80
3	7	21	-0.86	0.73	5.14
4	14	56	0.14	0.02	0.29
5	10	50	1.14	1.31	13.06
Total	35	135	-4.29	13.67	32.29
Mean Score	3.86				
SD	0.97				

Among all the respondents, 0% respondents were strongly disagree, 11% respondents were disagree, 20% respondents were neutral, 40% respondents were agree and 29% were strongly agree. The mean value of this statement is 3.86 which indicates that respondents are more than neutral and agree with this statement.

Null Hypothesis Computerized skill is needed for Codified strategy. (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Computerized skill is not needed for Codified strategy

We cannot reject the null hypothesis. The z score of 5.25 is within the non-rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score greater than the critical value cannot be rejected. Since 5.25 is greater than 1.645, we cannot reject the null hypothesis.

Effective Training Program

Codified strategy ensures effective training programs

Table 10: Mean, SD Calculation for Response Regarding Effective Training Programs

Occurrence (x)	Frequency (f)	f*x	x-Mean	$(x\text{-Mean})^2$	$f*(x\text{-Mean})^2$
1	7	7	-1.66	2.75	19.22
2	12	24	-0.66	0.43	5.18
3	6	18	0.34	0.12	0.71
4	6	24	1.34	1.80	10.82
5	4	20	2.34	5.49	21.96
Total	35	93	1.71	10.59	57.89
Mean Score	2.66				
SD	1.30				

Among all the respondents, 20% respondents were strongly disagree, 34% respondents were disagree, 17% respondents were neutral, 17% respondents were agree and 12% were strongly agree. The mean value of this statement is 2.66 which indicates that respondents are disagree but close to neutral.

Null Hypothesis: Codified strategy ensures effective training programs (Assume that the mean value of null hypothesis is 3)

Alternative Hypothesis: Codified strategy doesn't ensure effective training programs

The z score of -1.55 is in the rejection area. The critical value (cutoff point) is 1.645. In left-tail hypothesis testing, any z score less than the critical value will be rejected. Since -1.55 is less than 1.645, we reject the null hypothesis. We accept the alternative hypothesis.

Conclusion

The objective of the study was how knowledge management strategies affects the employee job satisfaction. It is concluded that employee job satisfaction is highly related with two knowledge management strategies; codified and personalized or tacit knowledge management strategies. Sometimes codified and tacit or personalized knowledge strategies increase job satisfaction or sometimes decrease. Codified knowledge management strategy doesn't provide effective training program and effective feedback, demands high computerized skills but not user friendly. On the other hand, employees like to be supervised and reviewed through tacit or personalized strategy, feel comfortable with this strategy for maintaining good relationship with co-workers, entertain more autonomy but have to face more workload. Therefore, both strategies have positive or negative impact on employee job satisfaction but employees are more comfortable with tacit or personalized strategy than codified strategy. The study will give an edge to understand the KM of garments employee and design strategy to satisfy and retain them.

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