

# The Impact of Knowledge Management towards Organization Performance

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**Abstract:** Knowledge management (KM) is the process of changing the information into practical knowledge and also making it available for the user. Today, managing knowledge is very critical to ensure the competitiveness of an organization. But, in most organizations knowledge management is not implemented very well. Therefore, this paper were aimed to develop conceptual frame work on the impact of knowledge management has on organization performance. The research model is developed by using model of previous research studies. The knowledge management practice discussed in this paper are knowledge acquisition, knowledge sharing, knowledge creation and knowledge retention by relating it with job satisfaction and organization performance. The conceptual framework consists of three different variables: Independent variables such as knowledge acquisition, knowledge sharing, knowledge creation and knowledge retention: Intermediate variable - Job satisfaction and dependent variable is organization performance. At the end general recommendation was given as detail investigation has to be conducted in order to increase knowledge of the concepts and the effect of knowledge management towards organization performance by taking employee job satisfaction as intervene variable.

**Key words:** Knowledge management, Job satisfaction, Organization performance

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## I. Introduction

Knowledge is more and more acknowledged resources of an organization which helps in strategic, tactical and operational formation. So it can be expressed as a power of an organization. Therefore, knowledge has to be created, stored and managed in order to retain an advantage obtained from it. The common attitude of most people is to hold on to one's knowledge since it is what makes him or her an asset to the organization (Filemon, A., and J. Uriarte, 2008). According to Alavi and Leidner (2001) in a time when knowledge is progressively perceived as an organization's most important resources, many organizations have actualized knowledge management with an end goal to store, capture and distribute knowledge all over the organization. Kianto et al. (2016), stated that the management of knowledge is for the most part about making, giving, empowering and supporting reasonable learning conditions in an association, to inspire and empower proficient personnel's to utilize and distribute their insight and make new knowledge. Every human power needs an information and way of performing an activities, and it will be obtained from their peers, teammates and leaders.

In today's competitive economic environment, knowledge is an imperative wealth's of an organization. Because the competitiveness of a company is realized through the use of human resources knowledge, skill and efforts they will pay. Therefore, knowledge is more important than other organizational resources. The same concern was given by Filemon, A., and J. Uriarte, (2008), knowledge is a crucial resources that has become more vital than labor, land or capital in today's economy. Accordingly, as it stated there are two types of knowledge: tacit knowledge and explicit knowledge. Tacit knowledge is that stored in the mind of an individual. Explicit knowledge is that enclosed in credentials or other forms of storage other than the human brain. Explicit knowledge may therefore be stored or imbedded in facilities, goods, processes, services and systems. Both tacit and explicit knowledge allow institutions to take action to new circumstances and rising threats. But for the success of the organization in achieving its goal or objective managing tacit knowledge is very important through retaining knowledgeable and experienced employees.

## An Overview of Knowledge management

Knowledge management (KM) has been defined in different ways by different scholars. Wiig (2000) defined it as "a group of clearly defined process or methods used to search important knowledge among different knowledge management operations". Gupta et al. (2000) defined KM as "a process that helps organizations to discover, choose, arrange, distribute, and transfer critical information and skill

required for actions. Later on a definition given by Filemon and Uriarte (2008) is knowledge management as the broad procedure of finding, arranging, sharing, and using the information and expertise within an organization.

They also clarify knowledge management as the conversion of tacit knowledge into explicit knowledge and disseminate it to the user. It is obvious that while an organization use the labor it is utilizing their knowledge and make it practical. To strength this reality Filemon, A., and J. Uriarte, explained knowledge management as the procedure of creating, obtaining, disseminating and retaining knowledge that is important to the institution.

Generally, managing knowledge is crucial for the success and effectiveness of an organization. This is depicted by (Gourlay, 2001), knowledge management continues to serve as a strategic business function in the organization and has an impact on man power, cooperation, and overall organizational performance and effectiveness (Feng, Chen, & Liou, 2005; Lee, Lee, & Kang, 2005; Marques & Simon, 2006; Yenyurt, Cavusgil, & Hult, 2005). In different institution managing knowledge is not properly practiced. As a result labors skill and knowledge is not utilized very well and it leads dissatisfaction of employees and poor in the performance of the organization achievement.

## **II. Literature Review**

### **Concepts of Knowledge Management**

The title of this paper is The Impact of Knowledge Management on organization performance. With this concern the researcher needs to consider about and investigate on how the practice of managing knowledge can affect organization performance in connection to employees job satisfaction.

There is no commonly acknowledged definition of knowledge management. But there are many definitions by different professionals. All these definitions focus on similar concept but each one focuses on a specific practice of knowledge management. For instance, Filemon and Uriarte (2008), define knowledge management as the procedure through which the organizations create worth from their intellectual and knowledge based assets. From this one can understood that knowledgeable and professional employees will be an important resources of an organization which helps in achieving objectives and goals. Some authors also describe Knowledge Management as a company's capability to gather, store, distribute and implement information with a specific end goal to upgrade its survival and achievement. This is unobstructed facts since every activities of an organization needs skill and knowledge to perform it optimally. According to Moffet and Hinds (2010) Knowledge worker have adaptability and flexibility to direct their work as per their own particular insight, experience and activity. Therefore, these special experience of workers should be managed and distributed to some other workers for the effectiveness of the organization performance. To do this the such workers need special attention and motivated to make them satisfied and committed for their organization.

Filemon, A., and J. Uriarte (2008), suggested two main aspects of knowledge management, namely, information management and people management. Information management is linked with managing knowledge associated to items that are discovered and handled by information systems. Most managerial activities of an organization needs decision making. Consequently, it requires information in order to make an optimal decision in forecasting and anticipating the organization final goal and achievements. Therefore one can believe that information is an important resources of the organization and it should be managed. The second part of managing knowledge is people management. It deals with managing tacit knowledge that exist in the brain of a person. In actual practice it involve managing the knowledge that exists alongside organizational processes involving a complex set of dynamic skills, know-how and other knowledge-related capabilities (Noe, 2008). This two aspects of knowledge management are essential for the organization effectiveness and success. Without man power there is no organization and also without information there is no decision making activities in an organization. Therefore, an organization can achieve its goal if it successfully manage both information and people.

### **Knowledge Management Facets**

As we have seen in the definition of knowledge management it is simply the process go through knowledge creation, knowledge acquisition, knowledge sharing and knowledge retention. Accordingly, these tools are explained below in detail;

### **Knowledge Acquisition**

Knowledge acquisition is the process that go through finding information from different sources, may be human and other sources. An organization may acquire information from its customers, market research, business experts, from competitors and research institutions. The information obtained need to be relevant and reliable for the organizational practices and decisions. According to Alias, Mansor, Rahman, Ahmad, &

Samsudin( 2018), knowledge acquisition includes the ability to invent novel thought, bits of knowledge and arrangements and link it inside the organization. From these one can understand that to acquire knowledge in the organization the culture of the organization, training given for employees, hiring expert employees and scanning the environment are basic tools. If these all measurements are used and utilized very well an organization will acquire an important information and skill that support employees to achieve individual and organization goal.

### **Knowledge Sharing**

Park and Im (2003) defined knowledge sharing as “the process of transferring knowledge from a person to another in organization. In the study of Khoualdi, K., & Saleh, O. (2015), Knowledge sharing is also explained as a procedure through which explicit or tacit knowledge is transferred to other persons. So, an organization need to create an appropriate atmosphere which enable the human resources to share information. Mostly, knowledge sharing held through friendly communication, on different seminars and workshops, working in team, by conducting researches, preparing manuals and brochures, using information technologies and social medias and the like.

The main thing that should be considered in the practice of knowledge sharing in the organization is just to achieve organizational objectives through creating competent and committed employees. According to Muhamad Saufi Che Rusuli & Rosmaini Tasmin (2010), knowledge sharing used an institution in different ways such as information updating, advancement, formation and others. It is fact that in order to design new working system which is flexible with the dynamic environment the updated information is required. And also to know the current status of the organization competitors and to satisfy our customers and also attract a new customers to the organization information is extremely essential. In addition, to raise the production and profitability of a company there should be creative and innovative staff. Therefore knowledge sharing is an important knowledge management tool for the success of an organization.

### **Knowledge Creation**

Most people's may confused on the way of creating knowledge and it will be used in the organization perspective. For the clarity of the concept most authors and researchers suggested as knowledge is created through communication among peoples and environment. Mostly scholars are willing to interact with peoples and their environment. Therefore they are eager to scan their environment and able to create knowledge in the understanding and expression of the environment and peoples around them. Beside, in the organization perspective experienced and talented employees want to interact with their peers and practiced team work usually. Accordingly, through their practice they will generate new and special thinking and system. As Magnus O. & Iguehi J. (2018), suggested organizations should encourage the creation of knowledge by supporting research activities, encouraging collaborations and team work and carryout knowledge mapping to identify best practices related to their areas of operations and inculcate such practice into their organizational activities.

### **Knowledge Retention**

The existence of modernized and proficient knowledge is essential for organizations competitiveness and sustainability. An organization will achieve its goal/objectives if own knowledgeable and skillful, good attitudes and technically competent employees. Accordingly, the human resources are a matchless property of a company which has to be optimized and treated. While you retain employees it mean retaining their knowledge and skill for the organization. On the other hand using data recording and electronic storage system the best experience and talents of employees. This will be done through registration of best practices of employees, using of software and computer systems and training the rest employees and retain them. On this fact Shah & Hussin, (2018), pointed effective knowledge retention and transfer will become a valuable procedure of constructing and employing an institutional memory in order to confine the process in the organization.

### **Job Satisfaction**

Yousef (2017) define job satisfaction as how much people feel emphatically or adversely about their jobs. It is an excited result of personnel's commitment and to the physical and social situation of the work place. Now a days the title of job satisfaction at work is getting broader consideration. Job satisfaction is the pleasure one senses whereas performing a task. It is one of the significant determinants, which will determine the effectiveness of an organization and the behavior of employees. In support of the achievement of any institution, the satisfaction of employees has a significant role. The human resources who are satisfied are the principal resources to an organization whereas the dissatisfied human powers are the main liabilities.

Obviously no organization can accurately achieve its objectives unless the employees are satisfied in their jobs. Dissatisfaction of employees leads to disappointment and disappointment leads to failure. Therefore, the manager of the organization should give a special concern for the satisfaction of employees.

### **Knowledge management and Job Satisfaction**

Khoualdi, K., & Saleh, O. (2015) entitled "The impact of knowledge management on job satisfaction" was conducted by selecting 394 different university employees. The result revealed that KM facets like knowledge discovery, knowledge capture, knowledge sharing, knowledge application has a positive impact on job satisfaction. It is also supported by Kianto, Vanhala, & Heilmann (2016), knowledge sharing, codification and retention showed positive relationships with job satisfaction. Therefore one can understand if there is a good knowledge management practice the employees will be motivated and committed for their duties. Every employee needs an information to perform their activities and to decide on as well. This information will be obtained from internal environment by sharing from their peers in different ways like seminar, personal communication, coaching, mentoring and training. After all the employees will get easy way to accomplish their duties and achieve their goal. On the other hand, the expert and knowledgeable employees need to be retained to manage the organizational knowledge. This will be alright if the employees are motivated and get what they want from the organization. Unless the employees will leave the organization. So the organization should increase the satisfaction level of an employees to create a competitive and capable human power. In general, if the organization properly manage its knowledge, the employees will satisfied in their working environment and eager to the effectiveness of institution.

### **Knowledge management and Organizational Performance**

Organizational performance (OP) means to what extent the organizational goals and objectives can be achieved (K. Janepuengporn, and P. Ussahawanitchakit, 2011). Different researches were conducted to examine the association between knowledge management and organization performance and also insight the effect of tools of knowledge management has on the performance of an organization. The investigation point out knowledge management practices including (communication, knowledge creation, acquisition, policies and strategies of KM, and training) has an impact on organizational performance measurements which include (financial performance, new product success, customer satisfaction, market share) positively among all the determinants. Accordingly, the result indicated that the utmost impact was on the success of a new product, which is one of the indicators of good performance of an organization and the training has a strong impact on organization performance. On the other hand to assist academic institutions (e.g., Schools, Colleges, Universities) to choose an optimal strategies for investing in knowledge resources, an empirical study was conducted in the Isfahan universities in Iran, revealed that knowledge management utilities like organizational structure and knowledge application has a positive impact on organization performance while other facilities like technology and knowledge conversion has no effect on organization performance (S. Fattahiyani, 2012). It was also investigated that knowledge management strategy need to consist of knowledge transfer concentration, open mindedness orientation, skill sharing and integrated value knowledge (K. Janepuengporn, and P. Ussahawanitchakit, 2011). In addition, an investigation by Hayfa.Y, etal, (2018), also indicated as there is a positive correlation knowledge management utilities and indicators of performance of an organization. In general in many different practices a positive association between knowledge management and organization performance is observed. This implies a good practice of managing knowledge in the organization leads a good organization performance. On the other hand, if the knowledge of an organization is not managed properly an organization will not have good performance which means ineffective in achieving its objective.

### **Job Satisfaction and Organization Performance**

Mostly, organizations may not concentrated on the satisfaction level of employees. This may affect an organization performance, to achieve its goal and objectives. According to M. D. PUSHPAKUMARI (2008), study entitled as the Impact of Job Satisfaction on Job Performance : An Empirical Analysis was conducted. To collect the data a sample of 237 individuals were chosen from twenty organizations limited to five industries relating to manufacturing and services industries in private sector in the economy in Sri Lanka. Three employee categories were considered as Professionals, Managers and Non Managers. Accordingly the result point out job satisfaction significantly affect employees performance in private sector organizations. And also it is verified that the satisfaction of employees derived from either intrinsic and extrinsic factors depends on the level of employees in the hierarchy of organization structure. Mostly the higher level employees are affected by the intrinsic rewards while lower level employees are affected by extrinsic rewards. Beside to this, employees which are in different hierarchical levels in the structure of the organization has different satisfaction levels. Workers at the managerial levels are more satisfied than the non-managers.

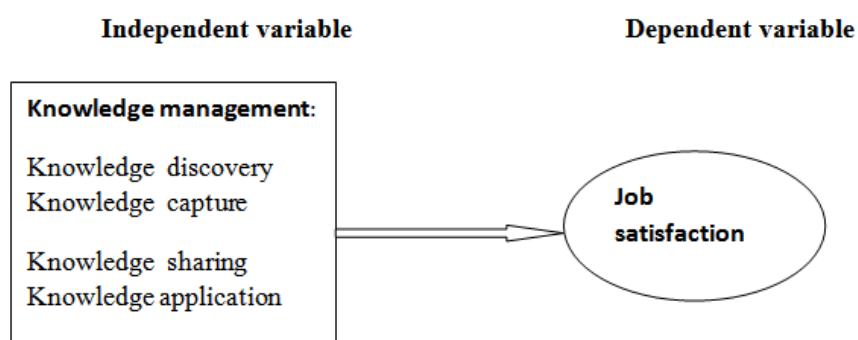
Also a study titled "Impact of employee's job satisfaction on organizational performance" was conducted by Muhammad Sh. (2013). To accomplish the study, a sample of 120 individuals were selected from five organizations working on development sector. The employee categories were considered as management, senior managers, managers, professionals and support staff. Accordingly the result shows that job satisfaction significantly affect organizational performance in development organizations. Again in this study also realized as the satisfaction level of workers are depends on the position the employees has in the organization structure and the work experiences they have.

In addition to the above investigations, some related studies on "The impact of employee job satisfaction toward organizational performance: A study of private sector employees in Kuching, East Malaysia", by Md Murad Miah (2018) also revealed there is a significant impact of job satisfaction factors like remuneration, promotion, supervision and teamwork on organization performance. The study on Job Satisfaction and Organizational Performance: Evidence from Canadian Credit Union, by Alidou Ouedraogo, and André Leclerc (2017), was also shows job satisfaction indicators like personality/temperament, organizational culture and communication, situation at work, social framework, overall life satisfaction, vision, governance, and credit Union Strategy significantly determine performance of an organization. In general there is a direct relationship between employees job satisfaction and the performance of an organization. Where the employees are satisfied on their job and organization facilities they don't want to leave the institution and committed to achieve the organization goal. Contrary to this if they are not satisfied, they want to leave the organization and not committed for the achievement of organizational goal. Therefore, we can understood that job satisfaction will have an impact on the performance of an organization.

### Models and Frameworks of Previous study

To rationalize these article the previous studies and variables related to knowledge management, job satisfaction and organizational performance relationship and their impact on each other was reviewed.

Khoualdi, K., & Saleh, O. (2015) in the study of "The impact of knowledge management on job satisfaction: a study on Saudi public universities" identified as there is a significant association between processes of knowledge management: Knowledge discovery, Knowledge capture, Knowledge sharing, and Knowledge application, and job satisfaction. The framework which was used in the study is shown below:



**Figure 1:** Research framework by Khoualdi, K., & Saleh, O. (2015)

In these study the following hypothesis was settled to test the impact of the knowledge management facets has on the job satisfaction of employees.

**Hypothesis 1:** knowledge discovery, has a positive impact on job satisfaction.

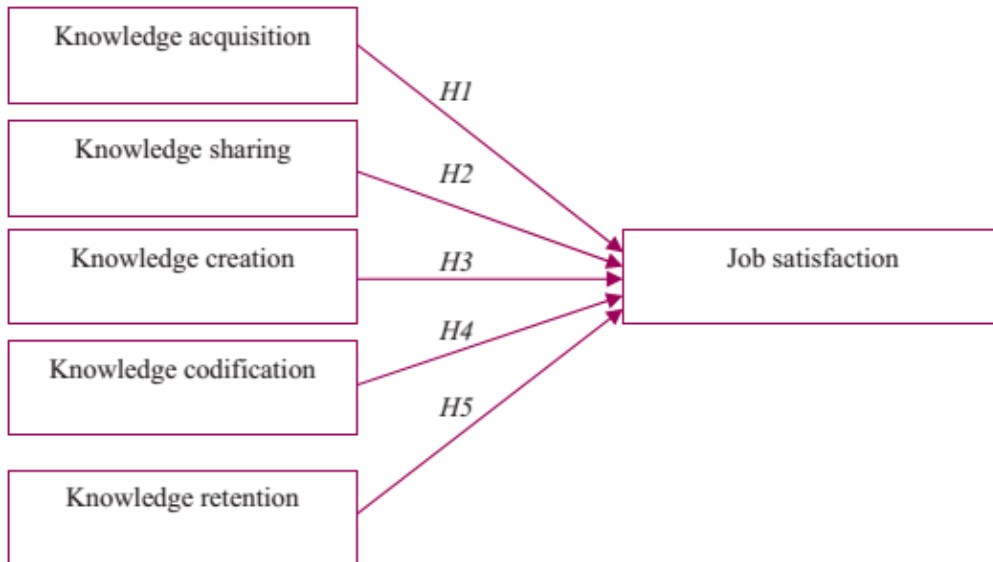
**Hypothesis 2:** knowledge capture has a positive impact on job satisfaction.

**Hypothesis 3:** knowledge sharing, has a positive impact on job satisfaction.

**Hypothesis 4:** knowledge application has a positive impact on job satisfaction.

Accordingly, the result of the test indicated that this all discovered tools of knowledge management has a significant impact on the employees job satisfaction. It implies if the personnel and organizational skill and knowledge is properly discovered, captured, shared for entire employees and applied it will create a conducive working environment for employees. After all the employees will satisfied on their career and the organizations incident.

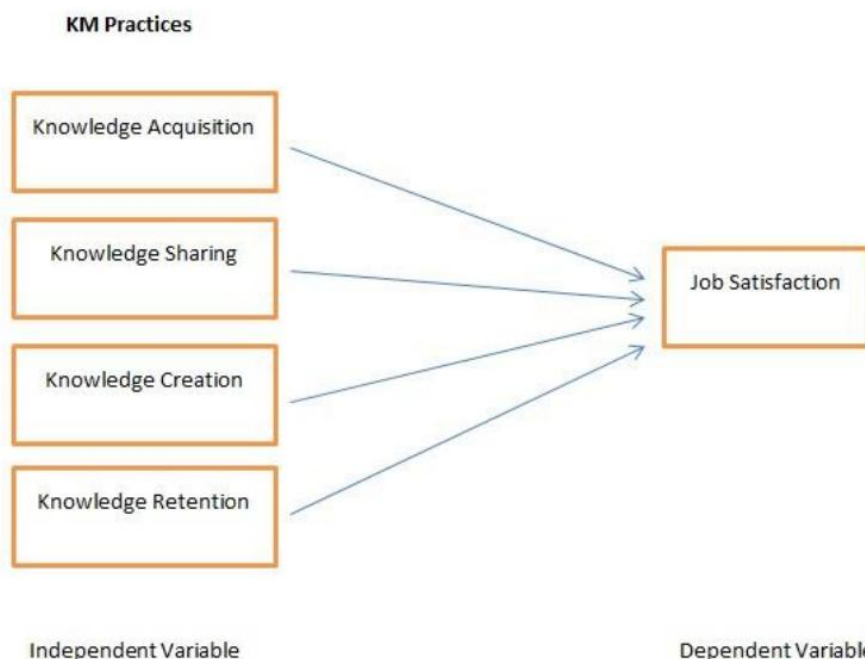
Aino Kianto, Mika Vanhala, Pia Heilmann, (2018) in the study titled "The impact of knowledge management on job satisfaction" form a conceptual model regarding the associations between five processes of knowledge management (knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification and knowledge retention) and job satisfaction was designed. The theoretical model was as follows:



**Figure 2:** Aino Kianto, Mika Vanhala, Pia Heilmann, (2018), theoretical model on Knowledge management and Job satisfaction

The study revealed that of the five processes of knowledge management tested in the investigation, only two have no relationship to job satisfaction. Based on this investigation, knowledge sharing, codification and retention are the issues which will influence job satisfaction of workers. The left two knowledge management tools, knowledge acquisition and knowledge creation have no impact on job satisfaction.

Alias, Mansor, Rahman, Ahmad, & Samsudin, (2018) in the article review of titled "The Impact of Knowledge Management towards Employee 's Job Satisfaction" recommended conceptual framework used for further study derived from previous researches and literatures. The knowledge management practices that has been considered as independent variable (IV) was knowledge acquisition, knowledge sharing, knowledge creation and knowledge retention. While for dependent variable (DV) is employee's job satisfaction as the indicator. Accordingly, the proposed framework was as follows:



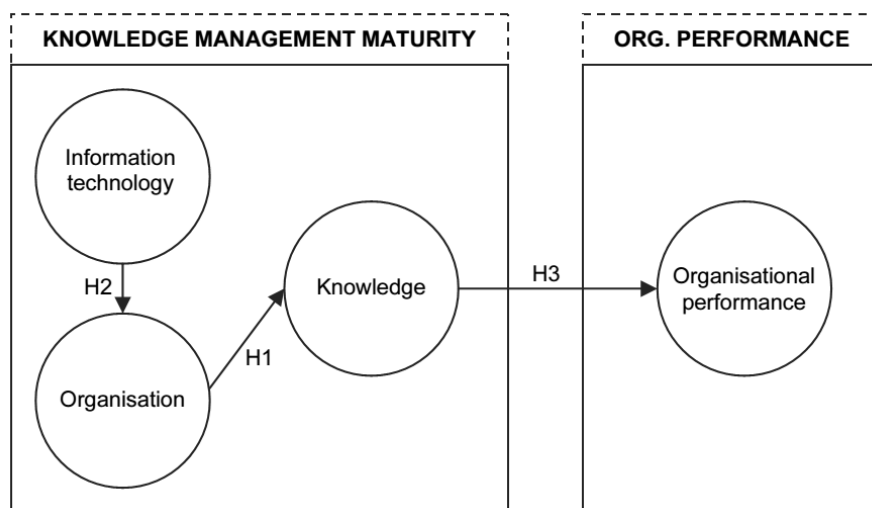
**Figure 3:** Research Framework by Alias, Mansor, Rahman, Ahmad, & Samsudin, (2018)

Then after reviewed the finding of different researches made on the impact of knowledge management on job satisfaction proposed the following hypothesis for further study:

- Hypothesis 1: There is significant relationship between knowledge acquisition and job satisfaction
- Hypothesis 2: There is significant relationship between knowledge sharing and job satisfaction.
- Hypothesis 3: There is significant relationship between knowledge coding and job satisfaction.
- Hypothesis 4: There is significant relationship between knowledge retention and job satisfaction.

As we have discussed in the literature review the performance of an organization is explained in terms of its accomplishment of mission and objective. The performance of an organization will be affected by different factors that will be raised from the organization internal or external environment. Among those determinant factors knowledge management is one basic variable. Accordingly some researchers depict the impact of knowledge management has on the organization performance and the model which is developed by those researchers are reviewed as follow:

Rasula, Vuksic & Stemberger (2012), in the study entitled "The impact of knowledge management on organizational performance" develop a model which shows the study variables. Four variables were formed in the research: The three independent variables are, The first information technology (IT), which determines the usage, quality and benefits of IT tools for knowledge management. The second organization (OR) that represents a human perspective of organization and processes. Third, knowledge (KN) that covers accumulation, utilization, sharing practices, and knowledge ownership identification. The dependent variable was organizational performance (OP) is defined as a construct composed of financial and non-financial indicators. The model is as follows:



**Figure 4:** Conceptual model developed by Rasula, Vuksic & Stemberger (2012)

Accordingly the researcher proved the positive impact of knowledge management tools which are taken as independent variables in the study on organizational performance and recommend the research framework formulated in this research paper as a valuable starting point to enhance the understanding of knowledge management essential elements and their effect to the organizational performance. Here one may argue that while the organization perspective was taken as an independent variable the job satisfaction of employees should be considered. Because if the workers are not satisfied with the organization system they won't be dedicated for their duties delegated from the institution. Therefore first the impact of knowledge management processes has on employees job satisfaction has been examined even whether they have a negative or positive connection.

In 2017, a review of literature was made by Andrej Novak on the title "knowledge management and organizational performance" to depict their association and discover variables. Accordingly, a conceptual frame regarding associations between knowledge management procedures (creation, storage, transfer and application) and organizational performance and associations between knowledge infrastructure elements (technology, organizational culture, and organizational structure) and organizational performance was formulated as follows:

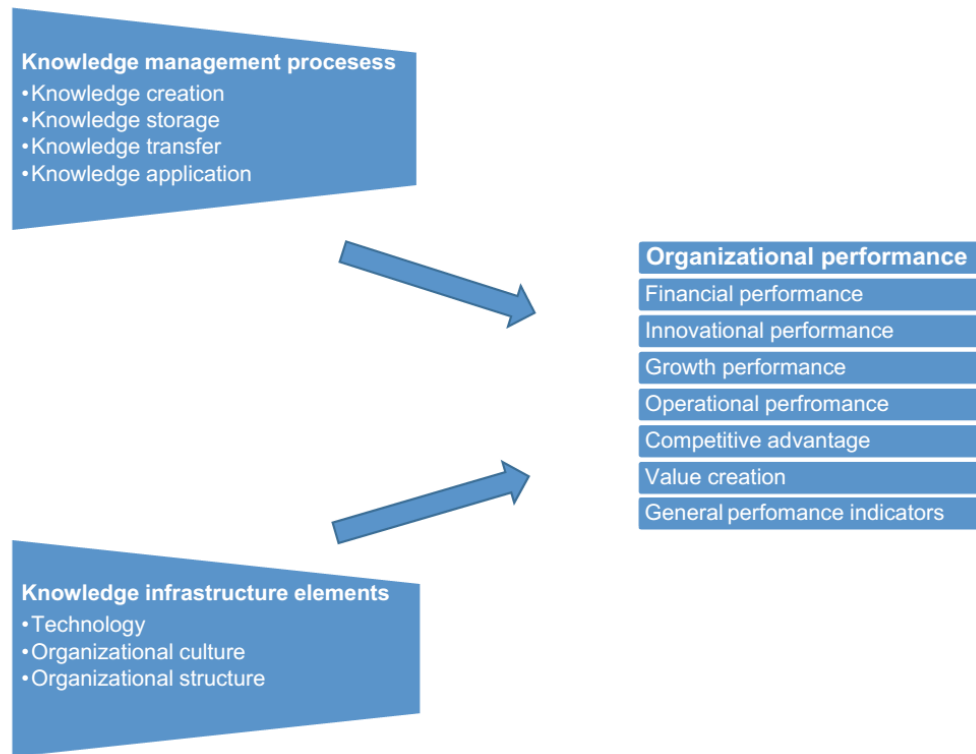


Figure 5: Conceptual model by Andrej Novak (2017)

In this literature review the researcher identified that in different studies the knowledge management practices are taken in general, but each elements are not identified clearly. It argued the general consideration of organization performance without indicating the measurements or indicators of performance either financial or non-financial variables. Based on this facts finally the researcher suggested the above conceptual frame work for further investigation of the effect of those all identified knowledge management essential has on the performance of the organization.

Finally articles and researches are reviewed which show the effect of job satisfaction has on organization performance. Most literatures written on human resource management and business administration indicated as employees job satisfaction will have an impact on the success of an organization. The commitments of employees is improved through increasing the satisfaction level of workers in organization. It mean if employees are satisfied on the overall situation of an institution for which they are working, they will be eager to the development and expansion of the organization. So, everyone can imagine as there is an association between employees satisfaction and the performance of an organization. Accordingly, some selected conceptual models developed by those researcher to show the association between employees job satisfaction and organization performance presented below:

An investigation aimed to discover the impact of job satisfaction toward organizational performance based on private sector in Kuching, East Malaysia, by Md Murad Miah (2018), identified different variables related to the association between job satisfaction and organization performance and the research framework was developed as follows:



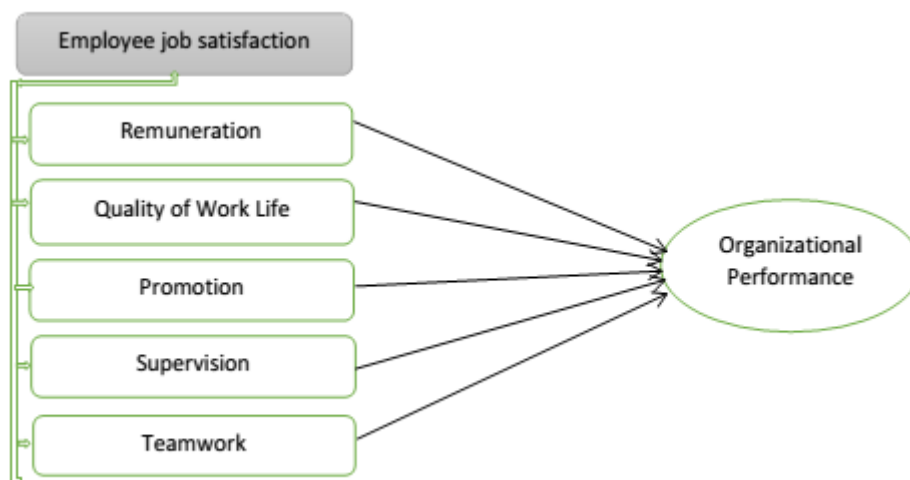


Figure 6: Research model by Md Murad Miah (2018)

To conduct these study 160 samples was selected from private companies and the hypothesized result of analysis depict there is a significant relationship between employee job satisfaction indicators (Supervision, worker motivation, quality of work life, workers remuneration and team work) and organization performance. Then after, the effect of those variables has on the performance of an organization was evaluated and the result revealed that supervision, employee promotion and employee remuneration had a significant impact on the organization performance.

In 2013, a research was conducted on the Impact of employee’s job satisfaction on organizational performance by Muhammad Shahzad Latif, etal. To conduct the study data was organized from 120 employees which are selected from five organizations working as senior managers, mangers, professionals and support staff. Accordingly, the study result revealed as there is a significant effect of job satisfaction on organizational performance in development organizations and the satisfaction level of the employees are different at different category of employees. To show relationship the following model was formulated:

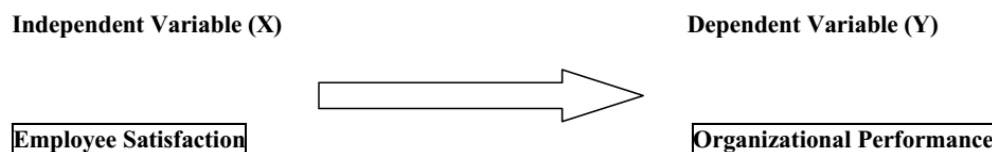


Figure 7: Conceptual model by Shahzad Latif, etal (2013)

A study by Danica Bakotić(2016), titled "Relationship between job satisfaction and organizational performance" was conducted by selecting 5806 sample employees from a sample of forty different institutions. The tested research hypothesis of the study were;

**Research hypothesis:** There is a positive statistically significant relationship between job satisfaction and organizational performance.

To show the relation between employee job satisfaction and organizational performance the following conceptual model was developed by the researcher;

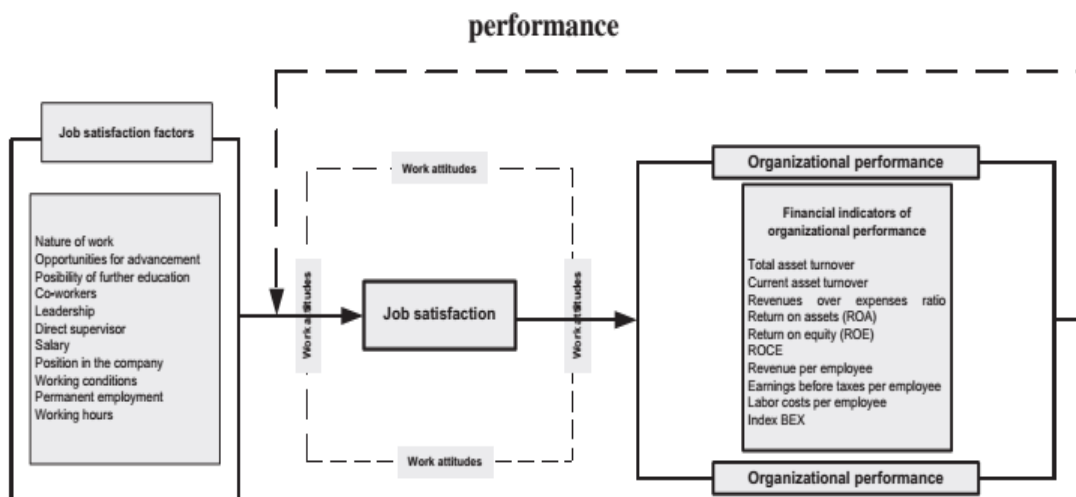


Figure 8: conceptual model by Danica Bakotić(2016)

The result of investigation revealed that job satisfaction and performance of an organization was strongly correlated than the association between organizational performance and job satisfaction. It indicate that job satisfaction affects organizational performance than organizational performance influences job satisfaction. To maintain this argument, the analysis outcome of the study proved that there was an influence of the majority of job satisfaction variables on the performance of organization.

**Theoretical Framework and Hypothesis**

As we have seen above previous researchers develop a model which shows the association between knowledge management and job satisfaction, job satisfaction and organizational performance and knowledge management and organizational performance separately. Therefore in these study the conceptual framework is developed using the process of adopt and adapts from previous studies and literatures. Three type of variables are used: I) The independent variable is knowledge management practices which include; knowledge acquisition, knowledge sharing, knowledge creation and knowledge retention. II) The intermediate variable: Employees job satisfaction is taken as the intermediate variables between knowledge management and organizational performance. III) The dependent variable: organizational performance is a dependent variable which is affected by the knowledge management and job satisfaction. The proposed conceptual model is shown in figure 9 below:

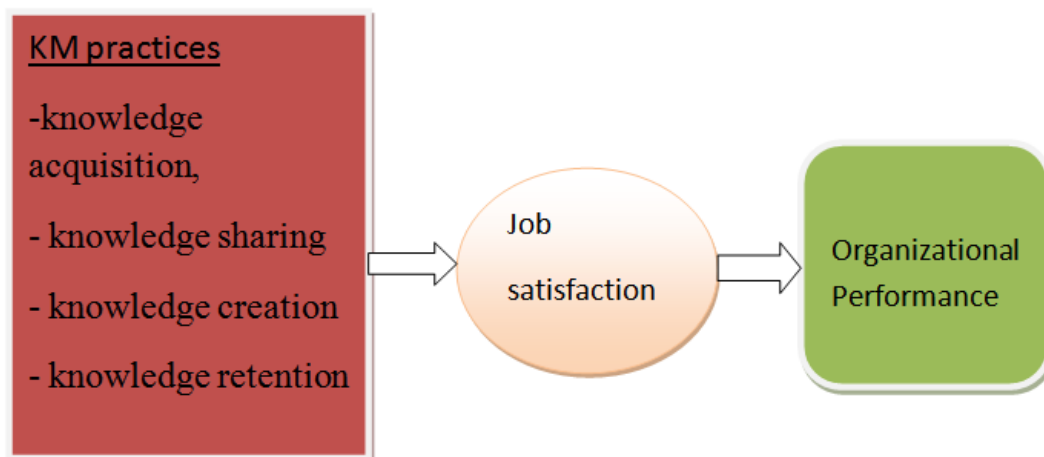


Figure 9: Research framework

As Richard et al. (2009) declared organizational performance includes three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Danica Bakotić(2016) also indicate this all variables as a measures (indicators) of organizational

performance. Therefore as previous studies revealed if the human resources are satisfied extremely the organization will be good in all financial, product market and shareholders return performance.

According to Aino Kianto, Mika Vanhala, Pia Heilmann, (2018), study revealed that knowledge sharing, codification and retention are the factors which will determine job satisfaction of employees. The left two knowledge management tools; knowledge acquisition and knowledge creation have no impact on job satisfaction. In addition researchers Prunzinsky et al. (2016), knowledge creation is not factor that affect job satisfaction and it point out this might be due to the situation of the study area. On the other hand, based on the findings, Saed (2016) suggested that good practice in sharing knowledge the higher will be employees performance in the organization. Trivellas et al (2015) has also found a significant positive relationship between knowledge sharing and job satisfaction.

Therefore, the researcher argued the above research results. Beside to these most researcher focus on the relationship between knowledge management practices and job satisfaction. But they didn't focus on the impact of those variables has on job satisfaction and also they didn't consider organizational performance that will be resulted due to the employees job satisfaction. According to this argument the following hypothesis statements proposed by researcher:

**Hypothesis 1:** Knowledge acquisition will significantly affect Employees job satisfaction

**Hypothesis 2:** knowledge sharing will significantly affect Employees job satisfaction.

**Hypothesis 3:** Knowledge creation will significantly affect Employees job satisfaction.

**Hypothesis 4:** knowledge retention will significantly affect Employees job satisfaction.

**Hypothesis 5:** Job satisfaction will significantly affect Employees job satisfaction

### III. Conclusion

This conceptual paper gives a broad understanding on the knowledge management, job satisfaction and organization performance. Different research papers and literatures are reviewed to clarify the relation between those three variables. Accordingly, this study explore deep understanding regarding the effect of knowledge management has on organization performance from different research reviews. From these review we understood that a good knowledge management practice result in employees job satisfaction and if the employees are satisfied they perform best in achieving organization goal. So, in simple words if there is knowledge management, there is employees job satisfaction and if there is employees job satisfaction there is good organizational performance. Based on these logic through the process of adopts and adapt, a conceptual research framework is recommended as a model which lead further study. Therefore, further investigation should be done in order to examine the effect of knowledge management towards organizational performance by taking employee's job satisfaction as intermediate variable. Besides, it helps to increase the understanding of knowledge management concepts and the major determinants of organizational performance.

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