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

Md. Abdul Kayum Chowdhuary

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. Satisfactions 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.

Index terms— KM strategy, satisfaction, , bangladesh

1 Introduction

he 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 . Although the term knowledge management is new, it is actually a unified form of institutional work called knowledge management (Dadashkarimi & MohammadiAsl, 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, Li-Hua, & Stonehouse, 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 & MohammadiAsl, 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.

2   II.

3   Objectives of the Study

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

4   III.

5   Literature Review a) 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)

6   b) 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. .

7   c) 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).

8   d) 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.

9   e) 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; **??**pender, 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).

10   f) 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).

11 g) 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 coworkers (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).

IV.

12 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) 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.

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

2. 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 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.

13 A

Workload: Employees face more workload in Personalized or Tacit strategy Table **??**: Mean, SD calculation for response regarding workload 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.

14 Null hypothesis: Employees face more workload in

Personalized or Tacit strategy (Assume that the mean value of null hypothesis is 3)

2. 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 **??**: Mean, SD calculation for response regarding promotion opportunity 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.

15 Null hypothesis:

There is good promotion opportunity for employees who use codified strategy. (Assume that the mean value of null hypothesis is 3) 2. 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.

16 Occurrence (x)

Frequency (f) f*x x-Mean (x-Mean) 2 f*(x-Mean) 2 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.

17 Feedback: Employees get effective feedback in Codified strategy

Table **??**: Mean, SD calculation for response regarding feedback (Next page) 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. 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.

18 Occurance (x)

Frequency (f) f*x x-Mean (x-Mean) 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.

19 VI.

20 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 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.

1

Conceptual Framework
Independent Variables Dependent Variables

Codified Strategy

Knowledge Management

Employee
Job
Sat-
isfac-
tion

strategies

Tacit or Personalized
Strategy

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 s effective feedback, relationship between empl co-workers, computerized skill, effective trai programs.

V. Analysis & Findings

a) Respondent Profile

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

Figure 1: Table 1 :

5

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				
Occurance (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				

Figure 2: Table 5 :

7

2   f*(x-Mean) 2

Figure 3: Table 7 :

8

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.
1. Null hypothesis: Employees are supervised and reviewed effectively in Personalization or Tacitness strategy (Assume that the mean value of null hypothesis is 3)
2. 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

[Note: Skill:]

Figure 4: Table 8 :

9

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.
1. Null hypothesis Computerized skill is needed for Codified strategy. (Assume that the mean value of null hypothesis is 3)
Effective training program: Codified strategy ensures effective training programs

2. Alternative hypothesis: Computerized skill is not needed for Codified strategy

Figure 5: Table 9 :

10

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.
1. Null hypothesis: Codified strategy ensures effective
training programs (Assume that the mean value of
null hypothesis is 3)
2. Alternative hypothesis: Codified strategy doesn't
ensure effective training programs

Figure 6: Table 10 :

194   [Organizational Research Methods] , *Organizational Research Methods*

195   [Brewerton and Millward ()] , P Brewerton , L Millward . 2001.

196   [Rajasekar et al. ()] , S Rajasekar , P Philominathan , V Chinnathambi . arXiv:physics/0601009v3. 2013.
197   (Research Methodology. Available from) (physics.gen-ph)

198   [Mcadam and Reid ()] 'A comparison of public and private sector perception and use of knowledge management'.
199   R Mcadam , R Reid . *Journal of European Industrial Training* 2000. 24 (6) p. .

200   [Ray et al. ()] 'A new look at dispersed leadership: power, knowledge and context'. T Ray , S & Clegg , R Gordon
201   . *Leadership in Organizations: Current issues and key trends*, (London) 2004. Routledge.

202   [Dadashkarimi and Mohammadiasl ()] 'A Study on the Relation between Knowledge Management Strategies
203   and Organization performance'. Y Dadashkarimi , A Mohammadiasl . *Research Journal of Environmental*
204   *and Earth Sciences* 2013. p. 729.

205   [Nelson and Winter ()] *An evolutionary theory of economic change*, R R Nelson , S G Winter . 1982. Cambridge;
206   Belknap.

207   [Athapaththu ()] 'An Overview of Strategic Management: An Analysis of the Concepts and the Importance of
208   Strategic Management'. H K S Athapaththu . *International Journal of Scientific and Research Publications*
209   2001. 6 (2) p. .

210   [Bryman ()] A Bryman . *Social Research Methods*, (Oxford) 2001. Oxford University Press.

211   [Zikmund and Others ()] *Business Research Methods. Eighth edn*, W Zikmund , Others . 2015. Macmillan
212   Publishing Solution.

213   [Schulz and Jobe ()] 'Codification and tacitness as knowledge management strategies: An empirical exploration'.
214   M Schulz , L A Jobe . *Journal of High Technology Management Research* 2001. p. .

215   [Spender ()] *Competitive advantage from tacit knowledge? Unpacking the concept and its strategic implications*,
216   J.-C Spender . 1993. Academy of Management Best Papers Proceedings. p. .

217   [Choi ()] 'Critical Factors in the Successful Implementation of Knowledge Management'. Y S Choi . *Journal of*
218   *Knowledge Management Practice* 2005.

219   [Tan et al. ()] *Developing a preliminary framework for knowledge management in organization*, S S Tan , H H
220   Teo , B C Y Tan , K K Wei . 1998. AISeL.

221   [Zeffane et al. ()] *Exploring the differential impact of job satisfaction on employee attendance and conduct: the*
222   *case of a utility company in the United Arab Emirates*, R Zeffane , M Ibrahim , R El Mehairi . 2008. 30 p. .

223   [Cong and Pandya ()] 'Issues of knowledge Management in public sector'. X Cong , K V Pandya . *Academic*
224   *Conference Limited*, 2003. p. 25.

225   [Cong and Pandya ()] 'Issues of knowledge management in the public sector'. X Cong , K V Pandya . *Electronic*
226   *Journal of Knowledge Management* 2003. 1 (2) p. .

227   [Torkashvand ()] *IT Strategic Planning in Padideh Company. Institute for Higher Education in Public Manage-*
228   *ment*, A Torkashvand . 2002. p. 33.

229   [Singh ()] 'Job Satisfaction among the Expatriates in the UAE'. D A Singh . *International Journal of Business*
230   *and Social Research* 2012. IJBSR. (2) .

231   [Wright and Davis ()] 'Job satisfaction in the public sector: the role of the work environment'. B Wright , B
232   Davis . *American Review of Public Administration* 2003. 33 (1) p. .

233   [Spector ()] *Job satisfaction. Application, assessment, causes and consequences*, P Spector . 1997. Thousand
234   Oaks, CA: Sage.

235   [Nunaka and Hirotaka (ed.) ()] *Knowledge Creating Companies*, I Nunaka , T Hirotaka . Ali Atafar (ed.) 2006.
236   Qom: Sama Qalam Publication.

237   [Adhikari ()] 'Knowledge management in academic institutions'. D R Adhikari . *International Journal of*
238   *Educational Management* 2010. 22 (2) p. .

239   [Iranshahi ()] 'Knowledge management in organizations: Interaction of technology and humans'. M Iranshahi .
240   *Inform. Sci. J* 2007. 77 (2) .

241   [Cong et al. ()] 'Knowledge Management in the Chinese Public Sector; Empirical Investigation'. X Cong , R
242   Li-Hua , G Stonehouse . *Journal of tecnology management in China* 2007. p. .

243   [Niu ()] 'Knowledge Management Practices and Organizational Adaptaion: Evidence from High Technology
244   Companies'. K Niu . *Journal of Strategy and Management* 2010. 3 (4) p. .

245   [Inkpen and Dinur ()] 'Knowledge management processes and international joint ventures'. A Inkpen , A Dinur
246   . doi:10.1287/ orsc.9.4.454. *Organization Science* 1998. 9 (4) p. .

247   [Khanal and Poudel ()] 'Knowledge Management, Employee Satisfaction and Performance: Empirical Evidence
248   from Nepal'. L Khanal , S R Poudel . *Saudi Journal of Business and Management Studies* 2017. p. .

249   [Kogut and Zander ()] 'Knowledge of the firm and the evolutionary theory of the multinational corporation'. B
250   Kogut , U Zander . *Journal of International Business Studies* 1993. 24 p. .

251   [Marchington et al. ()] *Management Choice and Employee Voice*, M Marchington , A Wilkinson , Ackers , A
252   Dundon . 2001. London. Chartered Institute of Personnel and Development

253   [Murry ()] *Oxford English Dictionary*, J Murry . 1884. Oxford: Oxford university Press.

254   [Schermerhorn et al. ()] J Schermerhorn , J Hunt , R Osborn . *Organizational Behavior*, (New York, NY) 2005.
255   (9th ed)

256   [Bridgman and Davis ()] *The Australian Policy Handbook*, P Bridgman , G Davis . 2004. Allen & Unwin, Sydney.
257   (3rd ed.)

258   [Murnighan and Conlon (1991)] 'The dynamics of intense work groups: a study of British stringquartets'. J K
259   Murnighan , D E Conlon . *Administrative Science Quarterly* 1991. June. 36 (2) p. 165.

260   [Locke ()] 'The nature and causes of job satisfaction'. E Locke . *The handbook of industrial and organizational*
261   *psychology*, (Chicago, IL: Rand McNally) 1976. p. .

262   [Mintsberg ()] *The rise and falls of strategic planning*, H Mintsberg . 1994. (Basic books)

263   [Hill and Ende ()] 'Towards a personal knowledge of economic history: reflections on our intellectual heritage
264   from the Polanyi Brothers'. L E Hill , E T Ende . *American Journal of Economics and Sociology* 1994. 53 (1)
265   p. .

266   [Whittington ()] 'What is Strategy-and Does it Matter'. R Whittington . *Cengage Learning EMEA* 2001.

267   [Hansen et al. (1999)] 'What's your strategy for managing knowledge?'. M T Hansen , Nohria , T Tierney .
268   *Harvard Business Review* 1999. March-April. p. .