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The impact of knowledge management on job satisfaction A study on Saudi public universities

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Abstract. The objective of this study is to investigate the existence of a positive impact of knowledge management on job satisfaction. The study empirically supports the theoretical effect of knowledge management processes on job satisfaction. The findings among employees of selected universities are generalized to public university sectors of the Kingdom of Saudi Arabia, since universities are obvious to explore the implementation of knowledge management (KM) in the public sector. The questionnaire, which is used as a quantitative data collection instrument, collected certain demographic information that possibly has an influence on this study, and measured knowledge management factors influencing employees' job satisfaction. The findings of the study depended on the full utilization of statistical data collected and analyzed using SPSS. A simple random sample of (490) employees was drawn from the population of (27,963) employees from five public universities. From analysis of correlation between factors, which are knowledge management processes and job satisfaction, the results of this research found that there is a highly positive significant relation between job satisfaction and each process of the knowledge management. The majority statements have significant differences between the respondents due to their different demographic variables such as old employees, PhD employees, faculty, and employees working at King Saud University and King Abdulaziz University that are more agreeable than others are. More theoretical and empirical explanations are needed. This research tries to fill this gap in the literature and make significant contributions of knowledge management implications such as job satisfaction.

Keywords: knowledge management, job satisfaction.

1 INTRODUCTION

In today's environment, characterized by increasing levels of complexity, globalization and dynamism, the knowledge base within an organization and the way the organization uses its existing knowledge to compete is very important.

Knowledge is increasingly being recognized as the new strategic of organizations. The common attitude of most people is to hold on to knowledge since it is what make them assets to the organization. The new paradigm is that knowledge of the organization, which is a fluid mix of contextual information, values and experiences must be shared in order to grow and become more competitive. Even though some forms of intellectual capital are transferable, internal knowledge is not easily copied. This means that the knowledge based in employees' minds can get lost if they decide to leave the organization (Filemon and Uriarte, 2008).

In this study knowledge management processes are taken as knowledge management (KM), which refer to the ways that an organization handles knowledge at various stages of its life in an organization. There are four main processes: knowledge discovery, knowledge capture, knowledge sharing, and knowledge application (Becerra-Fernandez and Sabherwal, 2010).

There is an ongoing debate on what is the most important enabler for knowledge management. A number of management analysts contend that technology is the most important, while others consider people to be the most important in knowledge management. Both are, of course, important to the success of any knowledge management system. But the success of a knowledge management depends on many factors, and among the most important is the efficient management of people and culture within the organization. The really hard part is working with people to improve collaboration and knowledge sharing. In order to derive the maximum benefit from intellectual capital, ways must be devised to manage this knowledge, capture it and share it with others, particularly the coworkers. If executed and implemented in a proper manner, knowledge management is expected to create a more collaborative environment, cut down on duplication of effort and save time and money (Filemon and Uriarte, 2008).

Since knowledge management depends on human factors this study aims to investigate the impact of knowledge management on job satisfaction of employees. That represents one of the most complex areas facing today's managers when it comes to managing their employees.

Employees are among the most important determinants and leading factors that determine the success of an organization in a competitive environment. Besides that, if managed properly employee commitment can lead to beneficial consequences such as increased effectiveness, performance, and productivity, and decreased turnover and absenteeism at both the individual and organizational levels (Fiorita et al. 2007).

1.1 Research Objectives

- To investigate the existence of a positive impact of knowledge management processes on job satisfaction.
- To extend the arguments of Becerra-Fernandez and Sabherwal (2010) to show how organizational knowledge management enhances employees' job satisfaction.
- To find out if there is a significant difference between the respondents due to their different demographic variables.
- To find out if there is awareness of the concept of knowledge management among employees of the universities.

1.2 Research Question

What is the impact of knowledge management on job satisfaction among employees of Saudi universities?

1.3 Research Hypotheses

This study examines the impact of knowledge management on job satisfaction among employees of Saudi universities. According to the literature review the main hypotheses are:

- Knowledge management process, namely knowledge discovery, has a positive impact on job satisfaction.
- Knowledge management process, namely knowledge capture, has a positive impact on job satisfaction.
- Knowledge management process, namely knowledge sharing, has a positive impact on job satisfaction.
- Knowledge management process, namely knowledge application, has a positive impact on job satisfaction.
- Employees of Saudi universities have awareness of knowledge management concept.
- There is a difference in the knowledge management processes and satisfaction evaluation by employees that can be attributed to demographic variables.

1.4 Contributions of This Study

While knowledge management has received extensive examination in developed countries; it has received much less attention in developing countries, this study examined empirically the impact of knowledge management processes on employees' job satisfaction. It tries to fill this gap in the literature and make significant contributions of knowledge management implications such as job satisfaction.

1.5 Motivations of This Study

Worth mentioning, The Kingdom assigned a supervisory committee chaired by the Minister of Economy and Planning and membership of the president of King Abdulaziz City for Science and Technology, five of the rectors of universities in the Kingdom, and the Vice Minister of Education, to "develop a comprehensive, pragmatic national strategy for transformation into knowledge society, supported by action programs of specific costs and implementation time schedules ".

Knowledge society "creates, disseminates and utilizes knowledge for improving standard of living and quality of life of the citizens in a sustainable manner". Such a transformation comes as a new phase of the move to information society. Transformation into a knowledge society implies social, economic, cultural, political and institutional dimensions. Therefore, knowledge, in this context, comprises all types of knowledge in all sectors and activities.

The permanent committee called for expansion of community's involvement in the formulation of the final document of the strategy (general framework). National strategy for the transition to a knowledge society

available on its website and welcomes any pertinent comments and proposals (Ministry of Economy and Planning, 2013).

In light of this trend, universities do not exist as single entities. They are part of society through engaging in teaching, research and community service. Universities should give the attention to the necessity of knowledge management (KM) and to provide guidelines for human resource managers on how to engage in this process.

2 LITERATURE REVIEW

2.1 Knowledge Management

Knowledge can be defined as, "Justified true belief" (Nonaka and Takeuchi, 1995). This definition has been adopted by many researchers and philosophers. Knowledge is at the highest level in a hierarchy with information at the middle level, and data to be at the lowest level. It is different from data & information. It is a fluid mix of contextual information, values and experiences. Even though some forms of intellectual capital are transferable, internal knowledge is not easily copied. This means that the knowledge anchored in employees' minds can get lost if they decide to leave the organization. Therefore, the key objective of management is to improve the processes of acquisition, integration and usage of knowledge, which is exactly what knowledge management (KM) is all about (Filemon and Uriarte, 2008).

As KM is studied from different approaches, defining knowledge management is different. This study depends on researches that focus on KM from people side.

Knowledge management defined as doing what is needed to get the most out of the knowledge resources. In general, KM focuses on organizing and making available important knowledge, wherever and whenever it is needed (Becerra-Fernandez and Sabherwal, 2010). This definition used to support this study.

In the words of Peter Drucker, who is considered by many researchers as the father of founders of KM, it is "the coordination and exploitation of organizational knowledge resources, in order to create benefit and competitive advantage" (Drucker 1999). Chen (2006) defines knowledge management as a strategy to help convert the knowledge into action and share it in such a way as to enhance the organizational performance of the people by consciously providing accurate knowledge, for the right people at the right time. Liebowitz (2004) views knowledge management as a strategic issue in the development of the human resources of the organization.

2.2 Key Issues of Knowledge Management

There are two main types of knowledge: explicit and tacit knowledge. Explicit knowledge is described in formal language, like mathematical expressions and statements in textbooks. It consists of technical knowledge. Tacit knowledge is automatic, resembles intuition and is oral. However, the effective utilization of tacit knowledge is essential for competitiveness, but the problem is that tacit knowledge is difficult to capture (Filemon and Uriarte, 2008).

2.3 Knowledge Management Solutions

Different researchers have different approaches towards defining knowledge management. There is an overlap between many books, journals and published researches of defining strategies, tools, practices, methodologies, or elements of KM.

Becerra-Fernandez and Sabherwal (2010) defines the typical tools that are used in knowledge management solutions, which refer to the variety of ways in which knowledge management can be facilitated. Knowledge management solutions include two components: processes, and systems.

2.3.1 Knowledge Management Processes

There are four main processes, and each process comprises two sub-processes.

Knowledge discovery may be defined as the development of new tacit or explicit knowledge from data and information or from the synthesis of prior knowledge. The discovery of new explicit knowledge relies most directly on combination. The discovery of new tacit knowledge relies most directly on socialization, which is the synthesis of tacit knowledge across individuals, usually through joint activities rather than written or verbal instruction. For example transferring ideas and images, apprenticeships help newcomers to see how other think.

Knowledge capture is the process by which knowledge is converted from tacit to explicit form (residing within people, artifacts or organizational entities) and vice versa through the sub-processes of externalization and internalization. The knowledge being captured might reside outside the organizational boundaries including consultants, competitors, customers, suppliers, etc.

Knowledge sharing is the process through which explicit or tacit knowledge is communicated to other individuals. For example, writing research papers, delivering a lecture, participating in a dialogue over coffee

or lunch, and participating in communities of practice. Depending on whether explicit or tacit knowledge is being shared, exchange or socialization processes are used.

Knowledge application is when available knowledge is used to make decisions and perform tasks through direction and routines. Direction refers to the process through which the individual possessing the knowledge directs the action of another individual without transferring to that individual the knowledge underlying the direction. Routines involve the utilization of knowledge embedded in procedures, rules, norms and processes that guide future behavior.

2.3.1 Knowledge Management Systems (KMS)

Knowledge management systems are the integration of technologies and mechanisms that are developed to support the four KM processes (discovery, capture, sharing, and application).

2.4 Organizational Impacts of Knowledge Management

According to Becerra-Fernandez and Sabherwal (2010) KM can impact organizations and organizational performance at four levels: people, processes, products, and the overall organizational performance.

Knowledge management impacts employees in several ways: first, knowledge management can facilitate their learning (from each other and as well as from external sources). This learning allows the organization to be constantly growing and changing in response to the market and technology changes. Second, knowledge management also causes employees to be more flexible, and enhance their job satisfaction. This is largely because of their enhanced ability to learn solutions to business problems that worked in the past, as well as the ones which did not work.

Recent study found that in organizations having more employees sharing knowledge with one another, turnover rates were reduced, thereby positively affecting revenue and profit (Bontis, 2003). Employees feel better because of their knowledge acquisition and skill enhancement and their market value is enhanced relative to other organizations' employees. KM also provides employees with solutions to problems they face in case those same problems have been encountered earlier, and effectively addressed. Additional increases in employee job satisfaction derive from KM practices such as mentoring and training are excellent motivators and communities of practice provide intimate and socially validated control over their own work practices (Brown and Duguid, 1991).

Bektas, Koseoglu, and Soylu, (2008) reveals that there is no relationship between knowledge management and job satisfaction in the empirical study of a hotel with five- star from the Antalya Region in Turkey. Knowledge sharing and knowledge transfer were taken as knowledge management. It is believed that the main reason leading to the results is the fact that as knowledge management is a new approach in Turkey, the managers and workers may not have understood it well. Knowledge management can only be rendered effectively through integration with other management applications with the support of top management.

Almahamid, McAdams, and Kalaldeh (2010) had an empirical investigation of listed manufacturing companies in Jordan, and the results indicates that there is a significant statistical relationship between organizational knowledge sharing practices, employees learning commitments, employees' adaptability, and employees' job satisfaction. It also draws the attention of Jordanian manufacturing managers towards the role of knowledge sharing practices in ensuring a high level of employees' adaptability and facilitating employees' learning commitments to deal with dramatic, unpredicted, and unexpected environmental changes. It gives Jordanian managers an idea of how to increase employees' job satisfaction by establishing knowledge sharing practices and ensuring ongoing learning process that prepare employees to think and react in new ways without panic.

Singh, and Sharma (2011) studied knowledge management antecedents and its impact on employee satisfaction. The findings of the study have significant contribution for the knowledge managers, that is, enhancement of organizational learning and organizational culture mechanism will enhance knowledge workers satisfaction. the employee satisfaction increases with an increase in the organizational culture and learning behavior enabled KM practices.

Alhosani (2011) studied job satisfaction and knowledge sharing in oil and gas industry. The study revealed that employees' job satisfaction levels have a direct positive relation to their knowledge sharing behaviors. Besides establishing appropriate knowledge management systems, organizations should work hard to increase employees' job satisfaction and minimize sources of dissatisfactions.

2.5 Job Satisfaction

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition it is to having attitudes about their jobs as a whole. People also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George and Jones,

2008). According to Jain et al.(2007) individuals show pleasurable positive attitudes when they are satisfied with their job.

Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs (Kabir and Parvin, 2011).

2.6 Knowledge Management in Higher Education Institutions

In today's rapidly-changing economic environment, the traditional role of universities as providers of knowledge is greatly challenged. Universities must recognize and respond to their changing role in a knowledge-based society. They need to be consciously and explicitly managing the processes associated with the creation of their knowledge assets, and to recognize the value of their intellectual capital to their continuing role in society (Rowley, 2000).

Colleges and universities are obvious sites to explore the implementation of knowledge management (KM) principles in the public sector, given the historic connections between academe and the production of knowledge. The creation and dissemination of knowledge has long been the social role of colleges and universities (Metcalfe, 2006).

The study of Abu-Khdair (2009) aimed to provide a conceptual framework for the application of the concept of knowledge management in institutions of higher education, the study found that The regulatory environment for higher education institutions, especially the universities, is regarded as most suitable environments for the application of knowledge management and the ones of most need to apply the concept as compared with other institutions. That is because of the nature of their role assigned to them in the community. Besides, they, including all of their types and patterns, are responsible for preparing and creating the qualified human resources that are the vital element for all operations of community development, both at the level of the public sector and the private one. Thus, this necessitates the need for attention to adopt concepts, methods and practices of modern management, which contribute to raising the level of performance (education, research, and innovation) and lead to upgrade the quality of their output. It founds that the benefits of knowledge management application in higher education institutions, were the following:

- Improvement of the decision making process, which led to decisions being made by lower administrative levels using minimum human resources.
- Better implementation of these decisions, because of the shorter communication links.
- Using the increased knowledge; employees become more capable of doing their duties, and other duties related to their jobs.
- Employees became more aware of the work flow in the organization, which helped in the improvement of the overall organizational effectiveness.
- Increased capability of the organization to satisfy customers, through improved products, services and efficient responses.
- Improvement of internal processes, which lead to decreased costs at the organization.

Also, Bani (2009) studied the human resources management and its relationship to knowledge management in the faculties of physical education at the Jordanian public universities from the point of view of faculty members. The main results showed a correlation between human resource management and knowledge management.

3 METHODOLOGY

This study attempts to describe the impact of knowledge management on job satisfaction. It is a quantitative in nature that test hypotheses based on a statistical analysis of the data collected by using survey method to examine the relationship between independent and dependent variables. The findings and conclusion of the study will depend on the full utilization of statistical data collected and analyzed using SPSS. Respondents are ideally selected by means of randomized sampling methods.

3.1 Dependent and Independent Variables

The dependent variables included job satisfaction. The independent variables included the following:

- KM processes which are Knowledge discovery, Knowledge capture, Knowledge sharing, and Knowledge application.

- Employees' awareness of the concept of knowledge management.

3.2 Data Collection

In this study, the type of data collection method is a questionnaire, which is relevant to the quantitative approach. In order to inquire into the views of a wider spectrum of relevant respondents, it was proposed that questionnaires be web-based and distributed through emails, social networks such as Twitter, and messaging in applications of mobile phones such as WhatsApp.

The technology available today to conduct survey research offers many opportunities. Researchers are no longer limited to the traditional paper-and-pencil method of eliciting responses from a target population. Web-based surveys offer the ability to overcome many of the shortcomings of traditional paper-and-pencil surveys. The most pronounced advantages using Web-based survey technology are: lower costs, wider distribution, automated data entry, and faster turnaround times (Roztocki, and Morgan, 2002).

3.3 Development of the Measuring Instrument

To collect the relevant data from the target population, a questionnaire was constructed based on prior tested and validated instruments in the literature. Some modifications were done to make prior measures suit the study. The items of questionnaire were adapted from Bektas, Koseoglu, and Soylu, (2008), Almahamid, McAdams, and Kalaldeh (2010), and Singh, and Sharma (2011).

High level of validity was ensured through extensive revision by experts and consultation of prior tested and validated instruments. Based on the feedback the researchers received from the reviewers, any question that caused confusion or was deemed potentially difficult to understand was dropped and replaced by new understandable one.

3.4 Population & Sampling Technique

A sample survey is a research device for making relatively safe generalization about a larger target population from findings within a smaller sample taken from the target population.

Because the target population of this study is to some extent large, a decision was made to circulate the questionnaire to employees of five various major universities from the five geographic regions of Saudi Arabia. According to world university rankings, such as Webometrics, these universities are:.

- King Saud University (KSU).
- King Abdulaziz University (KAU).
- King Faisal University (KFU).
- King Khalid University (KKU).
- Taibah University.

Based on (Alsayyad,1990), The following equation gives the sample size required:

$$m = \frac{n}{(n-1)a^2 + 1}$$

Where:

- m = sample size.
- n = Population size.
- a = Standard of deviation.

As the size of the target population is 27,963 employees, the required size of sample is:

$$m = \frac{27963}{(27962 \times 0.0025) + 1} = 394$$

Table 1. Determine the size of the sample used in the analysis

Table 1. Font sizes and styles.

University	Total employees	Required sample size	No. of distributed questionnaires	No. of received questionnaires
KSU	11,419	160	200	160
KAU	8,309	115	150	124
KFU	2,518	35	100	61
KKU	3,210	50	100	56
Taibah University	2,507	34	100	89
Total	27,963	394	650	490

A sample of 490 employees, were responded to the questionnaire, which is greater than the required sample size by 24%. This would benefit the results, the greater the sample size, the greater the accuracy of the results.

The total population for this study was (27,963) consisting employees from these five universities. The number of employees was obtained from Higher Education Statistics Centre at Ministry of Higher Education for the year (2009/2010).

3.5 Data Analysis and Evaluation

The quantitative data analysis utilized the SPSS. The following tools are used in the statistical analysis:

- Descriptive statistics for the demographic variables.
- Measuring the reliability and the internal consistency.
- Descriptive statistics for questions in the form of Likert scale.
- The effect of the demographic variables.
- Correlation between Factors.

The presentation format of the recommended framework involves computation of Descriptive statistics – Mean and Standard Deviation. Parametric: F-test, t-test, and Correlation Technique.

Measures of Reliability and Internal Consistency

These results illustrate the reliability and validity of the questionnaire questions and the possibility of generalizing the results to the study population.

3.6 Brief profile of respondents

A majority of the respondents were female (65.1%). (40.1%) of the respondents were between 30 and 39 years old with the remaining ones almost evenly split between the ages 20-29 years (26.7%), 40-49 years (21.8%) and the smallest age group were over 50 years (11.4%). The respondents work across various universities of Kingdom of Saudi Arabia with the major ones being at King Saud university (32.7%), King Abdulaziz University (25.3%), Taibah University (18.2%),King Faisal University (12.4%), and (11.4%) at King Khalid University. The results further indicated that a large majority of respondents have 1-5 years of working experience (41.2%), then who have more than 10 years (30.2%), the remaining ones almost evenly split between less than 1 year and 6-10 years experience. Almost half of respondents were academic. A majority of the respondents are bachelor holders(41%), (29.2%) are master holders, (25.3%) are PhD holders, and the remaining ones almost evenly split between diploma and high school holders. Almost The academic and non-academic employees were equal. Table 2 shows Correlation between factors.

Table 2. The Correlation Between Different Factors

Factors		Job satisfaction
1-Knowledge discovery	Pearson correlation	0.717
	Sig.	0.000
2- Knowledge capture	Pearson correlation	0.695
	Sig.	0.000
3- Knowledge sharing	Pearson correlation	0.624
	Sig.	0.000
4- Knowledge application	Pearson correlation	0.773
	Sig.	0.000

4 ANSWERING RESEARCH QUESTION

From analysis of correlation between factors, which are knowledge management processes and job satisfaction, it was found that there is a highly positive significant relation between job satisfaction and each of knowledge management process.

The findings, of this study demonstrate that there is a relationship which exists between job satisfaction and knowledge management processes. It conflicts with finding of Bektas, Koseoglu, and Soylu (2008) that reveals that there is no relationship between knowledge management and job satisfaction in the empirical study of a hotel with five- star from the Antalya Region in Turkey. It is believed that the main reason leading to their results is the fact that as knowledge management is a new approach in Turkey, the managers and workers may not have understood it well. But in this study, the respondents were employees of major universities of the five geographic regions of Saudi Arabia. Universities recognize and respond to their changing role in a knowledge-based society. They need to be consciously and explicitly managing the processes associated with the creation of their knowledge assets, and to recognize the value of their intellectual capital to their continuing role in society (Rowley, 2000). Also, It supports the findings of Singh, and Sharma (2011), that studied knowledge management antecedents and its impact on employee satisfaction.

4.1 Tests of Hypotheses

Hypothesis 1 predicts that knowledge discovery, has a positive impact on job satisfaction. The overall response for most of the statements and for the whole factor is "Agree", which means that the respondents agree about the role of knowledge discovery on job satisfaction. Therefore, this hypothesis is accepted.

Hypothesis 2 predicts that knowledge capture has a positive impact on job satisfaction. The overall response for most of the statements is neutral and for the whole factor is "Agree ", which means that the respondents agree about the role of knowledge capture on job satisfaction. Therefore, this hypothesis is accepted.

Hypothesis 3 predicts that knowledge sharing, has a positive impact on job satisfaction. The overall response for most of the statements is " Neutral or strongly Agree" and for the whole factor is "Agree", which means that the respondents agree about the role of knowledge sharing on job satisfaction. Therefore, this hypothesis is accepted.

Hypothesis 4 predicts that knowledge application has a positive impact on job satisfaction. The overall response of the statements and for the whole factor is "Agree ", which means that the respondents agree about the role of knowledge application on job satisfaction. Therefore, this hypothesis is accepted.

Hypothesis 5 predicts that employees at universities have awareness of the concept of knowledge management. The overall response for most of the statements and for the whole factor is "Strongly Agree", which means that the respondents aware of the concept of knowledge management. Therefore, this hypothesis is accepted.

Hypothesis 6 predicts that there is no difference in the knowledge sharing practices and satisfaction evaluation by employees that can be attributed to demographic variables.

Regarding the differences between the averages of the responses of the sample, the current study demonstrated:

- There is a significant difference between the respondents due to their different classes of age group. Old people [(40-49) , More than 50 years] are more agreeable than young people [(20-29) , (30-39)] .
- There is a significant difference between the respondents for statements of knowledge capture, knowledge sharing, and knowledge application due to their different gender. Females are more agreeable than males.
- There is a significant difference between the respondents due to their different classes of education. PhD people are more agreeable than the others. For awareness of KM concept there is a significant difference between each of the higher degrees (Bachelor , Master, PhD) and the other less degree.
- There is a significant difference between the opinions of academic and non academic for statements of knowledge discovery, knowledge capture, knowledge sharing, awareness of KM concept, and job satisfaction. Academic are more agreeable than non academic.
- There is a significant difference between the respondents due to their different classes of working place. Employees working at King Saud university and King Abdulaziz university are more agreeable than others.
- There is a significant difference between the respondents due to their different classes of years of experience at university. Employees with years of experience 1-5 or more than 10 years are more agreeable than others.

The majority statements have significant difference between the respondents due to their different demographic variables. Therefore, this hypothesis is accepted.

5 LIMITATIONS AND IMPLICATIONS

Researchers often imply this effect of knowledge management on job satisfaction, the researches that empirically prove the existing link are very rare. Most of researches at Kingdom of Saudi Arabia are in theoretical framework, which is important for developing but not enough. Also, there are rare researches that cover all aspects of knowledge management processes. The literature review found that the extent to which knowledge management have been adapted, remains relatively unclear, different researchers have different approaches towards defining knowledge management, and its processes. There is an overlap between many books, journals and published researches of defining strategies, tools, practices, methodologies, or elements of KM.

This study has offered valuable insight into extant theories of knowledge management. The results of this research have several implications. The most important finding is that knowledge management processes positively affect job satisfaction.

The study did not take the adapting level of knowledge management of selected universities into consideration. This may arise questions about the stage of knowledge management elevates with the time span of organizational life and this study did not gain insight into how long the universities had been practicing knowledge management. Thus, future studies may investigate.

In addition, this study draws the attention of public universities managers towards the importance of knowledge management processes to cope with environmental uncertainty caused by technological advancements and other cultural, social, political, and economical factors.

It would be interesting to future research to expand and examine the relationship between knowledge management and its infrastructure, which includes: organization culture, organization structure, information technology, common knowledge, and the physical environment.

In addition, the future study may possibly benefit from making comparison studies in other developing countries within the region.

6 CONCLUSIONS

The study empirically proves the theoretically implied effect of knowledge management processes on job satisfaction. The Findings among employees of selected universities are generalized to public sector universities of Kingdom of Saudi Arabia. Colleges and universities are obvious sites to explore the implementation of knowledge management (KM) principles in the public sector, given the historic connections between academe and the production of knowledge. KM is the key and major resource for universities. Therefore, knowledge management processes should be an important part of any organization strategy.

Knowledge management should be wholeheartedly supported by all the top managers. Also, there is a need to focus the job satisfaction through top management team of this sector to lead and edify employees to work with greater creativity, proficiency, and enthusiasm for their group by accomplishing knowledge management.

From the above discussions, knowledge management is considered as a catalyst increase over all employees' job satisfaction especially under accelerated technological developments and environmental changes. Different authors have different approaches towards KM implications on employee. Therefore, more theoretical and empirical explanations are needed. This research tries to fill this gap in the literature and make significant contributions to the prior theories of knowledge management implications such as job satisfaction.

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