Effects of knowledge management (KM) strategies on employee job satisfaction: A study of RMG in Bangladesh

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Abstract

A Knowledge Management strategy is a way of acquiring, creating, transferring, utilizing, and retaining knowledge. This paper aims to review and analyze literature related to knowledge management strategies and their effects on employee job satisfaction. It focuses on how employees react regarding their job satisfaction when they use knowledge management strategies. In the literature review, knowledge, knowledge management, knowledge management strategies, Codified and tacit knowledge, and employee job satisfaction are described and cited from different articles and journals. Data are collected from the survey and some top RMG industries to understand the job satisfaction of employees towards two knowledge management strategies. Respondents are selected according to their age, experience, and departments. Different factors like compensation structure, user friendly, relation with co-workers, autonomy, and the workload of job satisfaction are identified with the help of different literature and analyzed with knowledge management strategies through factor analysis. This paper also indicates that employees are more comfortable with tacit strategy than codified strategy. This paper ends with a conclusion and proper referencing.

Keywords: Codified knowledge; job satisfaction; Knowledge management; Tacit or personalized knowledge.

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1. Introduction

The world is constantly changing due to globalization. The companies that choose the knowledge-based economy are advancing competition from other organizations through the use of information, communication, and technology. We can see in history that, big organizations practice first management philosophies. Like, such as enterprise resource planning (ERP), business process re-engineering (BPR), and total quality management (TQM). Because big organizations can deal with a large amount of people both internal and external. Now, almost all organizations are prioritizing knowledge management in their work to survive the competition in the private sector (Cong & Pandya, 2003). Although the term knowledge management is new, it is a unified form of institutional work called knowledge management (Dadashkarimi & MohammadiAsl, 2013). Now the question is what is knowledge and knowledge management? Knowledge means a theoretical and practical understanding of 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 the design, spread, and employment of knowledge for achieving the objectives of the organization (Adhikari, 2010). To 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 their level of importance, and organizational, commercial, and cultural infrastructures (Dadashkarimi & MohammadiAsl, 2013).

 In Bangladesh, Ready Made Garments (RMG) is a big sector in the economy. Over 3.6 million people are related to it. In international business in recent years, Bangladesh faces a huge challenge from China, India, the Philippines, Cambodia, etc (Asiatic Foundation, 2017). To survive in a competitive world Bangladesh needs skilled manpower. So, knowledge management strategies must be an important element here. Without that, the RMG sector must not compete with other nations. To compete with other nations, knowledge about customers' needs is an important part. Again, to find out a better output, HR needs to find out a way to perform better from employees. That's why HR needs to relate 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 the effects of knowledge management strategies on employee job satisfaction for selected RMG.

1.1. Literature Review
1.1.1. 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; and it also provides a formal structure for assessment, employment, and new particulars (Nunaka and Hirotaka, 2006).

1.1.2. Knowledge Management

Knowledge management is a way of generating, obtaining, perceiving, providing, and utilizing knowledge for knowledge acquisition and performance accomplishment. The ingenuity and proficiency of employees enhance the value of companies in knowledge management. Knowledge management

assumes that there has a huge amount of data that provides formalized information using different methods and procedures in the organization (Iranshahi, 2007). Knowledge management enables individuals to increase their proficiency and ability through sharing knowledge and learning experiences (Cong and Pandya, 2003).

1.1.3. Strategy

When we ponder ourselves and are engaged in a situation we need to compete with some facts called strategy (Torkashvand, 2002). There are generally two strategy approaches; general strategy and company strategy (Whittington, 2001). According to Athapaththu (2016) "A strategy is a plan of actions that one uses 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 that can help an organization avoid its competitors (Mintsberg, 1994).

1.1.4. 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 to Knowledge management; codification and personalization strategy. Processes of Knowledge management lead to the design, spread, and employment of knowledge for achieving the objectives of the organization (Adhikari, 2010). McAdam and Reid (2000) compared the public sector and private sector concerning KM using the socially constructed model for the KM strategies.

1.1.5. Codified Strategy

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

1.1.6. Tacit or Personalized Strategy

Tacit Strategy is introduced to reduce the cost of codification strategy, to avoid the disruption of the internet and burdens of information (Schulz & Jobe, 2001). Tacitness knowledge is difficult to communicate and articulate through signs 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 acknowledgment and collaboration (Murnighan & Conlon, 1991).

1.2. Related studies

Employee Job Satisfaction is the level of distinctive notion both positive and negative; and Employees will be satisfied because of high salary, the good interpersonal relationship among employees and between employee and employer, etc where preordained goals and objectives can be gained through the utmost use of resources which exist within the organization (Khanal & Poudel, 2017). Knowledge management strategies help to form a domestic environment through knowledge for public service employees (Bridgman and Davis, 2004).

No one definition 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. Simply, job satisfaction refers to "the degree to which people like their jobs" (Spector, 1997). Scholars use the

concept to show a combination of employee feelings towards the different facets of employee job satisfaction such as the nature of the work itself, promotion opportunities, level of pay, and satisfaction with co-workers (Schermerhorn et al., 2005).

Employee job satisfaction comes from two sets of findings, first of all, it is related to productivity and organizations commitment, lower absenteeism turnover, and increase organizational productivity. According to Wright and Davis (2003), the benefits like autonomy, compensation, promotion opportunity, and good training programs that employees receive from their organizations 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 a huge workload, and an unfriendly environment has negative outcomes, such as withdrawal behavior, increasing costs, decreasing profits, and, eventually, customer dissatisfaction (Zeffane et al., 2008). Knowledge management strategies and processes have an impact on employee job satisfaction like feedback, and relationships with co-workers (Niu, 2010).

1.3. Conceptual Framework

Figure 1
Variables

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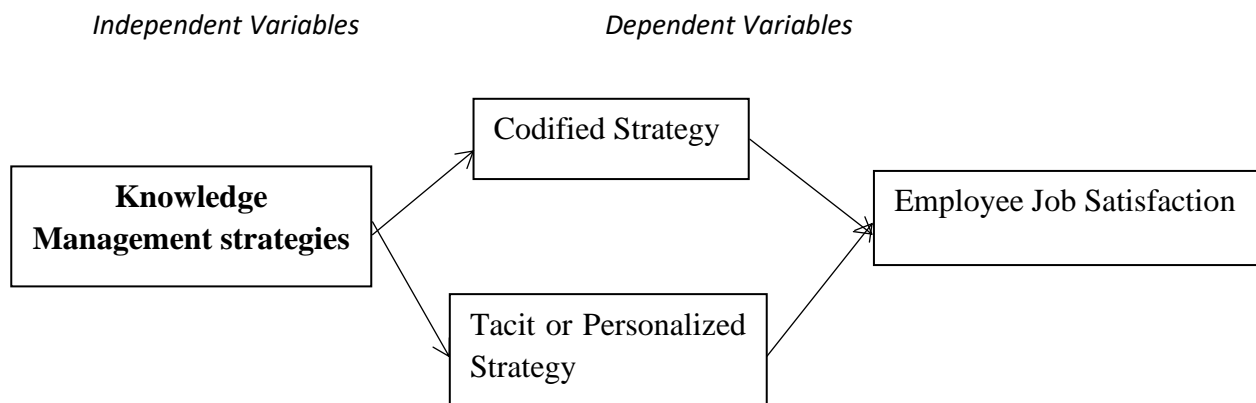
Variables: There are two types of variables, Independent variables; Codification strategy, and Tacit and dependent variables under employee job satisfaction; User-friendly, autonomy, workload, promotion opportunity, good compensation structure, effective feedback, the relationship between employees and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

1.4. Purpose of study

The dimension of the study in terms of the geographical area covered several garments in Dhaka and Narayanganj which can be generalized 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. Thus the main objectives are

- ❖ To address how the knowledge management strategies react
- ❖ To find out how codification strategy influences employee job satisfaction
- ❖ To find out how tacit knowledge strategy influences employee job satisfaction

There is a positive effect of knowledge management strategies on knowledge management performance (Choi, 2005).

2. Materials and Methods

2.1. Data collection method

The study is based on quantitative analysis. Both primary and secondary data will be used. The primary data will be collected from a questionnaire survey. For collecting primary data a questionnaire containing ten (10) questions regarding Codified Strategy and Tacit or personalized Strategy of Knowledge Management on Employee job satisfaction. The questionnaire will be designed on a *Likert scale*. The secondary data will be collected from the annual report of BGMEA-related journals, articles, newspapers, websites, and so on.

2.2. Participants

There is so many garments industry in Bangladesh, hence the population is unknown. For collecting primary data, the 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 will be collected with the help of a questionnaire survey. To serve this purpose, a sample of 35 employees of the representative garments industry will be taken. The convenience sampling method will be used in this regard.

3. Results
3.1. Respondent Profile

3.1.1. Age

Figure 2
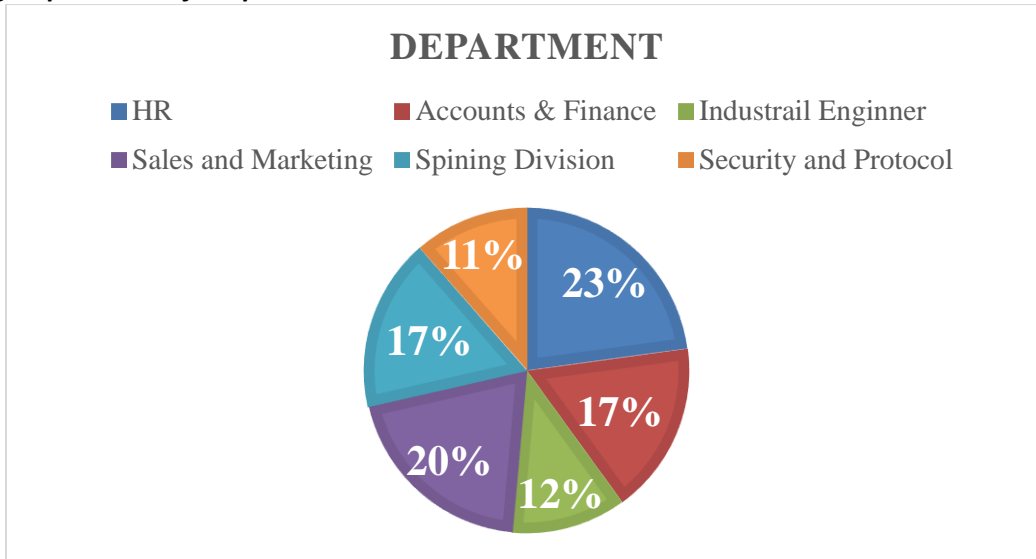***Age of Respondents***
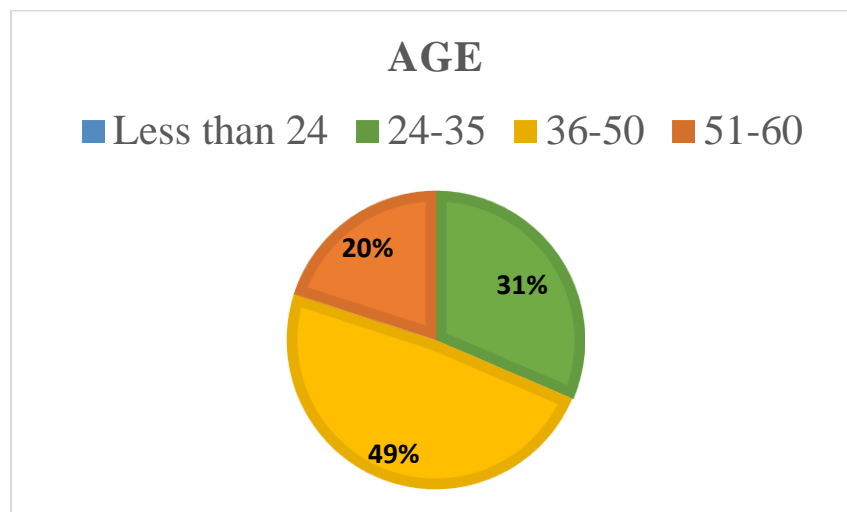
31% of employees were aged 24-35 years. 49% of employees were at age of 36-50 years and the rest of 20% of employees were at the age of 51-60. No one is less than 24 years there. The number of mid-range age employees is more working there**.**

3.1.2. Department

Figure 3
Working Department of Respondents

Among all the respondents 23% were from HR, 17% were from finance and Accounts, 12% were from HR, 12% were also from industrial engineering, 20% were from Sales and Marketing, 17% were also from the spinning division, and 11% were from security and protocol department.

3.1.3. Experience

Figure 4
Experience of Respondents
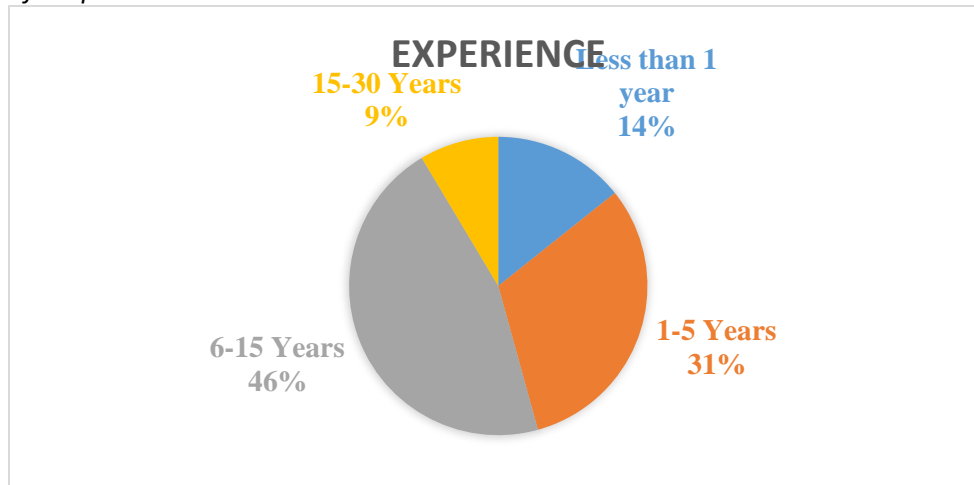
Among all the respondent employees, 46% of employees have from 6 years to 15 years of work experience. 31% have from 1 to 5 years experience, 14% have less than one year experience and 9% have from 15 to 30 years of work experience

3.2. Factor Analysis

3.2.1.   User Friendly: Codified strategy is more user-friendly.

Table 1

Mean, SD calculation for response regarding user friendly

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

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

3.3. Hypothesis testing

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

b) Alternative hypothesis: Codified strategy is not more user-friendly.

At 5% significant level. We reject the null hypothesis and accept the alternative hypothesis. The z score of -1.22 is in the rejection area. The critical value (the 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.

3.3.1.   Autonomy

 Employees entertain more autonomy in Personalized or Tacit strategy

Table 2

Mean, SD calculation for response regarding autonomy

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

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

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

b) Alternative hypothesis: Employees don't entertain more autonomy in Personalization or Tacitness strategy

At a 5% significant level

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

3.3.2. Workload

Employees face more workload in Personalized or Tacit strategy

Table 3
Mean, SD calculation for response regarding workload.

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

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

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

b) Alternative hypothesis: Employees don't face more workload in the Personalized or Tacit strategy**.**

At a 5% significant level

Result: We cannot reject the null hypothesis. The z score of 1.72 is within the non-rejection area. The critical value (the 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.

3.3.3. Promotion Opportunity

There is a good promotion opportunity for employees who use a codified strategy

Table 4
Mean, SD calculation for response regarding promotion opportunity

Occurance (x)	Frequency (f)	f*x	x-Mean	$(x\text{-Mean})^2$	f*$(x\text{-Mean})^2$
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				

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

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

b) Alternative hypothesis: There is no good promotion opportunity for employees who use the codified strategy.

At a 5% significant level

Result: We cannot reject the null hypothesis. The z score of 1.39 is within the non-rejection area. The critical value (the 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.

3.3.4. Compensation structure

Compensation structure is well designed when applying Personalized or Tacit strategy

Table 5

Mean, SD calculation for response regarding compensation structure.

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

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

a) Null hypothesis: Compensation structure is well designed when applying Personalized or Tacit strategy. (Assume that the mean value of the null hypothesis is 3)
b) Alternative hypothesis: Compensation structure is not well designed when applying Personalized or Tacit strategy

At a 5% significant level

Result: We reject the null hypothesis and accept the alternative hypothesis. The z score of -0.76 is in the rejection area. The critical value (the 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.

3.3.5. Feedback

Employees get effective feedback in Codified strategy

Table 6

Mean, SD calculation for response regarding feedback. (Next page)

Occurrence (X)	Frequency (f)	F*x	x-mean	(x-Mean)^2	F*(x-Mean)^2
1	17	17	-1.29	1.65	28.10
2	5	10	-0.29	0.08	0.41
3	4	12	0.71	0.51	2.04
4	4	16	1.71	2.94	11.76
5	5	25	2.71	7.37	36.86
Total	35	80	3.57	12.55	79.14
Mean score	2.29				
SD	1.53				

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

a) Null hypothesis: Employees get effective feedback in Codified strategy. (Assume that the mean value of the null hypothesis is 3)
b) Alternative hypothesis: Employees don't get effective feedback in Codified strategy

At a 5% significant level

We reject the null hypothesis and accept the alternative hypothesis. The z score of -2.75 is in the rejection area. The critical value (the 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.

3.3.6.   Relationship with co-workers

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

Table 7
Mean, SD calculation for response regarding relationship with co-workers.

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

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

a) Null hypothesis: Personalized or Tacit strategy ensures a good relationship between employees and co-workers. (Assume that the mean value of the null hypothesis is 3)
b) Alternative hypothesis: Personalized or Tacit strategy doesn't ensure a good relationship between employees and co-workers

At a 5% significant level

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

3.3.7. Supervision and Reviewing

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

Table 8
Mean, SD calculation for response regarding supervision and reviewing.

Occurrence (X)	Frequency (f)	F*x	x-mean	$(x-Mean)^2$	$F*(x-Mean)^2$
1	6	6	-2.20	4.84	29.04
2	7	14	-1.20	1.44	10.08
3	3	9	-0.20	0.04	0.12
4	12	48	0.80	0.64	7.68
5	7	35	1.80	3.24	22.68
Total	35	112	-1.00	10.20	69.60
Mean score	3.20				
SD	1.43				

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

a) Null hypothesis: Employees are supervised and reviewed effectively in Personalization or Tacitness strategy (Assume that the mean value of null hypothesis is 3)
b) Alternative hypothesis: Employees are not supervised and reviewed effectively in Personalized or Tacit knowledge strategy.

At a 5% significant level

We cannot reject the null hypothesis. The z score of 0.83 is within the non-rejection area. The critical value (the 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

3.3.8. Skill

Computerized skill is needed for Codified strategy

Table 9
Mean, SD calculation for response regarding skill

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

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

a) Null hypothesis Computerized skill is needed for Codified strategy. (Assume that the mean value of the null hypothesis is 3)
b) Alternative hypothesis: Computerized skill is not needed for Codified strategy

At a 5% significant level

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

3.3.9. *Effective training program*

A codified strategy ensures effective training programs

Table 10

Mean, SD calculation for response regarding effective training programs.

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

*Occurrence (1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree)

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

Hypothesis testing:

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

b) Alternative hypothesis: Codified strategy doesn't ensure effective training programs

At a 5% significant level

Result: We reject the null hypothesis and accept the alternative hypothesis. The z score of -1.55 is in the rejection area. The critical value (the 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.

4. Conclusion

The objective of the study was to determine how knowledge management strategies affect employee job satisfaction. It is concluded that employee job satisfaction is highly related to 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.

A codified knowledge management strategy doesn't provide an effective training program and effective feedback demands high computerized skills but is 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 a good relationship with co-workers, entertain more autonomy but have to face more workload. So, both strategies have a positive or negative impact on employee job satisfaction but employees are more comfortable with tacit or personalized strategy than codified strategy.

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Appendix

Questionnaire

Instructions: Please put a tick mark in the box next to the answer of your choice or write in the space provided as the case may be. This survey is done for academic purposes. Your information will be kept safe and secret.

Age

☐ Less than 24 years   ☐ 24– 35 years   ☐ 36-50 years   ☐ 51-60 years

Department

☐ Industrial engineering   ☐ HR   ☐ Accounts and Finance   ☐ Sales and Marketing ☐   Spinning Division☐ Security and Protocol

Experience

☐ Less than 1 year   ☐ 1-5 years   ☐ 6-15 years   ☐ 15-30 years

Rate each of the following statements. [Here rating 5= strongly agree, 4= agree, 3= neutral, 2= disagree, 1= strongly disagree]

	5	4	3	2	1
1) Codified strategy is more user-friendly.					
2) Employees entertain more autonomy in Personalized or Tacit strategy					
3) Employees face more workload in Personalized or Tacit strategy					
4) There is good promotion opportunity for employees who use codified strategy					
5) Compensation structure is well designed when applying Personalized or Tacit strategy					
6) Employees get effective feedback in Codified strategy					
7) Personalized or Tacit strategy ensures good relationship between employees and co-workers.					
8) Employees are supervised and reviewed effectively in Personalized or Tacit knowledge strategy					
9) Computerized skill is needed for Codified strategy					
10) Codified strategy ensures effective training programs					