

# The Impact of Knowledge Management Practices on Organization Performance through Job Satisfaction as a Mediator

**Dr. Arpita Goyal**

Assistant Professor, Institute of Management Studies, Sage University  
Indore, Madhya Pradesh, PIN: 452020  
Email Id: arpitagoyal07@gmail.com

---

**Abstract:** This study examines the relationship between knowledge management and firm performance through job satisfaction as a mediator. Linear and hierarchical regression analysis is used on a sample of 190 employees in Madhya Pradesh, India's hospitality sector. The study results indicate that company performance and the recently developed construct of Knowledge management practices are positively correlated. Furthermore, work satisfaction helps to mediate the relationship between knowledge management techniques and firm performance. Employee happiness is becoming increasingly important in the hospitality industry, as employees might leave for other organizations with precious Knowledge. As a result, the administration must treat individuals based on the capacity of the business and the employees' wishes, striking a balance to ensure every aspect is done correctly. This study offers valuable insights for academics as well as professionals in the field of knowledge management. Organizations can develop plans to optimize their people and intellectual capital, leading to long-term growth and success, by recognizing the link between knowledge management, job satisfaction, and organizational performance. Choosing and retaining the right workforce is crucial for improving organizational success. An active Knowledge management program will provide an advantage in bringing in and keeping fresh people, increasing the firm's effectiveness.

**Keywords:** Knowledge Management, Job Satisfaction, Organization Performance, Hospitality Industry

## Introduction

According to Khatun et al. (2021), earlier studies on the connection between Knowledge management practices and organizational performance focused on just one KM practice, such as the discovery of Knowledge, capture of Knowledge, etc. However, an increasing number of researchers (Kurdi et al., (2020)) have argued in favor of implementing complementing bundles of KM practices to improve OP. According to Eneizan et al. (2021), "Knowledge management practices are said to be bundled when they occur in fairly complete, mutually reinforcing, or synergistic sets." An attitude variable known as "job satisfaction" assesses how individuals think

about their positions in general and specific parts of them. Job satisfaction is the extent to which individuals like or dislike their jobs. The way a person perceives their employment impacts their level of JS.

A fundamental theoretical justification for HR's prospective function as a strategic asset in the company has long been supplied by the firm's resource-based view (RBV) (Wright & McMahan, 1992). A compelling reason for HR's strategic significance is that organizations can gain a competitive advantage and, as a result, exceed average revenue growth by leveraging precious and

unique internal resources. The RBV emphasizes recognizing existing strategic resources rather than their growth, and this integration frequently focuses on human capital or employee-level traits. This argument was strengthened by the resource-based perspective of the company, which emphasized the difficulties of replicating tacit knowledge found in company-specific personnel due to characteristics such as specificity of assets, complexity in society, path dependence, and causal uncertainty (Barney, 1991). To nurture these unique qualities in human resources and give an organization a competitive edge, Pfeffer (1998) proposed seven practices. Many academics, including Pfeffer (1998), have argued why these practices are anticipated to improve OP, including Huselid (1995) and Arthur (1994).

Knowledge management is a widely used activity in business. (Zhang et al., 2020; Mladenović & Krajina, 2020). The availability of this KM activity is thought to add to personnel JS inside the organization. KM is complex since the company's externalization process has not been optimized, and the information-sharing philosophy is not utilized effectively. Thus, according to the study's findings, KM impacts JS; the more employees are provided with sufficient information, the higher their satisfaction (Eneizan et al., 2021). Several investigations have been conducted on KM, JS, and OP (Banuari et al., 2021; Dzimbiri & Molefi, 2021), but the study failed to clarify all of the factors, so the researchers attempted to fill the gaps in prior studies. This study adds to our understanding of how the hotel industry can handle KM, potentially leading to higher job satisfaction and overall organisational success.

## **Literature Review and Hypotheses Development**

### ***Knowledge Management à Firm Performance Relationship***

Knowledge management is the process by which an organization maintains its existing knowledge while also creating new knowledge that can be utilized and spread throughout all aspects of its operation to meet its mission and objectives while earning a competitive advantage over

competitors (Eizmiæ & Ahmiæ, 2021). Employees who do not align with the organization's attitudes, values, and behavior will not be kept around for long. As a result, determining these skills should be a crucial step in the hiring process. Running self-managing teams and decentralizing decision-making takes a thorough awareness of coworkers' aptitudes, temperaments, quirks, and personal attributes. Employees frequently become more understanding of one another after working together, as in organizations that offer job stability (Irma Becerra-Fernandez., (2001).

When employers guarantee employment, staff are encouraged to concentrate on long-term OP instead of short-term achievement when a company implements performance-contingent compensation. Employers prioritizing job security expect to retain staff for more time; thus, spending more on their training makes sense. Training-related costs should be strategically assessed over a longer time horizon and viewed as an investment in human capital rather than just a necessary evil (Fu et al., 2021). If organizations want to keep their employees loyal to them, they must put up extra effort to minimize status disparities. Employees are shown to be trusted when information about organizational strategy, goals, and performance is shared. Sharing information empowers staff members and promotes corporate transparency, which is essential if workers stay with the organization for a longer period. "Employment security" is internally consistent with other KM practices, as was previously stated. These KM practices might be considered a synergistic set because they are intrinsically consistent with one another. A group of internally consistent activities is more successful than the cumulative impacts of one's practices since they mutually reinforce each other. (MacDuffie, 1995). The RBV reinforces this idea by emphasizing the limited capacity of personal practices to produce a competitive advantage on their own. These complementary resources can, however, work together to give a company a more decisive competitive edge (Barney, 1995). The literature (Choi et al., 2008; Fugate et al., 2009; Jauhari & Pratihar, 2010; Malhotra, 2005;

Tanriverdi, 2013; Vraimaki, 2015; Zack et al., 2009) demonstrates KM lively and considerable impact on OP. Thus, the study concludes with the hypothesis presented below:

**H<sub>1</sub>:** There will be a positive relationship between *Knowledge Management* and firm performance

#### ***Knowledge Management à Job Satisfaction à Firm Performance Relationship***

KM and JS are critical components for employees to actively participate in accomplishing organizational goals. Personnel seek Knowledge to fulfill their responsibilities while being sensitive to everyday demands (Khatun et al., 2021). According to Kreitner and Kinicki (1998), JS is an enjoyable or positive emotional state that results from evaluating one's job or work experience. It is a result of how well employees believe their employment delivers the things they consider to be vital. According to Evans (2001), job satisfaction is a mental state that includes all the emotions influenced by how well an individual believes their needs linked to their job are being met. Job characteristics are intended to assess working circumstances as evaluated by job satisfaction. JS refers to evaluations of the work that emerges from the qualities of the job (happiness, gladness). Adequacy, sufficiency, acceptability, or suitability are all definitions of job satisfaction. It assesses how workers feel about factors like pay, job prospects, and peer connections at work. "Both the intrinsic and extrinsic satisfaction factors" impact job satisfaction. Internal factors include "ability, activity, achievement, power, independence, ethical principles, obligation, safety, creativity, service to society, social status, and variety of works." External job satisfaction factors include "advancement rule, business practices, reimbursement, and supervision-human relations" (Feinstein & Vondrasek, 2001).

It is a concept that demonstrates and gauges if we succeed in achieving the desired working environment (Moorman, 1993). Organizations provide participants in project teams with intrinsic and extrinsic benefits to improve project

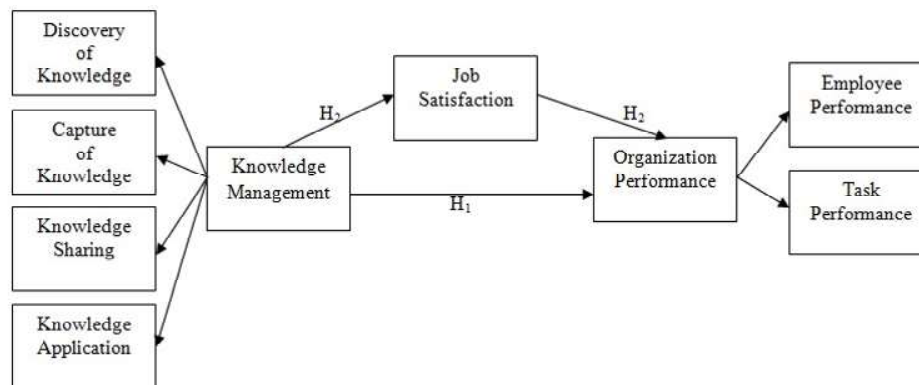
outcomes (Arya et al., 2002; Miller et al., 2002). To complete a project, they may offer monetary or non-monetary benefits (Wang et al., 2006). The rewards that come with a job are said to be intrinsic (Herzberg, 1987a). A few examples are achievement, diversity, difficulty, independence, accountability, and personal and professional development (Raghu et al., 2003). Managers in any organization want their staff to be content with their working conditions. They constantly want to stick with people in their careers. Workers with high job satisfaction have an upbeat mind-set towards their work and a sense of justice in their working environment. Employees are more likely to be drawn to employment that provides beneficial benefits such as decent income, autonomy, a range of duties, security, friendly co-workers, risks/challenges, and so on since they promote worker satisfaction (Sahibzada et al., 2019). Pleased employees devote their spare time to overcoming adversity, becoming more motivated and dedicated, and assisting their colleagues and seniors in an emergency. Such positive working teams function exceptionally well to create a successful organization. In many cases, an attitude towards work, particularly job satisfaction, drives organizational behavior while being hampered by external conditions (Kucharska & Erickson, 2020; Polyanska & Malynka, 2014). Collings and Mellahi (2009) contended that the inspirational aspect of staff is critical in relating talent management to employee and organizational outcomes since high potential confirms that the chosen group contains the necessary qualities. Synchronization of talent management and organizational rules is required for effective results, as a lack of alignment will result in chaotic situations in the workplace. However, it is challenging to align talent management techniques with organizational policies.

Furthermore, according to Baker et al. (1988), these comprise prestige, recognition, praise from colleagues and superiors, fulfillment in one's life, and emotions of self-worth. Personnel are motivated to work hard and produce high-quality results when they enjoy their jobs, such as their

professions, believe their efforts are vital to the project's success, and find their work pleasant, challenging, and fulfilling (Chen et al., 2005). Herzberg proposed that staff inspiration is derived from the enhanced job satisfaction of these perks (Bassett & Lloyd, 2005). While intrinsic benefits are linked to the work, extrinsic rewards are not. Herzberg (1987a) defines them as compensation, perks, work stability, advancement, and the social environment. Other examples include merit bonuses, wage raises, and secondary forms of remuneration, such as paid time off and holidays. When extrinsic benefits are given and provided, workers are assumed to be driven to work diligently to deliver high-quality results because the disappointment of not

receiving such rewards motivates them. Hotels may improve their services and outcomes by offering employee benefits, professional development programs, job stability, and competitive compensation packages. The evidence of the effect of KM on JS is supported by research journals that have undertaken several studies that show that KM has a significant impact on JS (Garcia-Morales et al., 2008; Kucharska & Erickson, 2020; Polyanska & Malynka, 2014; Razzaq et al., 2019; Sahibzada et al., 2019; Setia et al., 2022). Thus, the study concludes with the hypothesis presented below:

**H<sub>2</sub>:** Job Satisfaction positively mediates the relationship between HRM Practices and firm performance



**Figure 1: Conceptual Model**

## Method

### Participants

The survey selected respondents using stratified random sampling from Madhya Pradesh's best-performing hotels, Marriott and Sarovar Portico Hotel, Indore. The survey has 190 sample respondents, including staff members from various departments, human resource directors, hotel executives, and others (70 from Marriott and 120 from Sarovar Portico Hotel).

### Measures

The study introduces four key variables: OP as the dependent variable, JS as a mediator,

and KM as the independent variable. Knowledge management as a higher-order construct consists of four sub-constructs: Discovery of Knowledge (DK), Capture of Knowledge (CK), Knowledge sharing (KS), and Knowledge Application (KA). All four sub-construct scales were adapted from Setia et al. (2022). Job satisfaction (JS) is a first-order construct; the scale was adapted from (Setia et al., 2022). Organizational performance (OP) represents two sub-constructs: employee performance (EP) and Task performance (TP). The scale for employee performance was adopted by Setia et al. (2022), and the task performance scale was adopted (Dzimbiri & Molefi, 2021).

Table 1: Descriptive Statistics

Category	N	%
Gender		
Male	111	58.4
Female	79	41.6
Age		
18-25 years	82	43.2
26-30 years	70	36.8
31-35 years	30	15.8
36 and above	8	4.2
Education		
Under-graduate	51	26.8
Graduate	96	50.5
Post-graduate	43	22.6
Income		
< 5 lakh	73	38.4
5-10 lakh	50	26.3
10-15 lakh	25	13.2
> 15 lakh	30	22.1
Year of Service		
< 5 years	37	19.5
5-10 years	68	35.8
10-15 years	56	29.5
> 15 years	29	15.3

#### Validity and Reliability of Measurement Model

SEM investigated the measurement models utilizing the supplied variables' CFA. Finally, SPSS was used to test the research hypotheses. Table 2 displays the study's reliability and validity test results. Like coefficient alpha, the composite reliability statistic (AVE and CR value) assesses a measure's internal consistency. The CFA's reliability estimates show scale dependability,

with all values above the 0.70 cut-off. As a result, the CFA improves reliability, convergent validity, and the entire measurement model. Table 3 shows the relationships between the different features and the square root of AVE. The results indicate that the correlation with other constructs is less significant than the square root of AVE (in bold). All of the tested constructs, in particular, demonstrated high discriminant validity.

Table 2: Measurement Model Summary

Construct	Items	FL
Discovery of Knowledge ( $\alpha = 0.817$ , AVE = 0.501, CR = 0.818)	DK1	0.678
	DK2	0.593
	DK3	0.736
	DK4	0.701
	DK5	0.734
Capture of Knowledge ( $\alpha = 0.849$ , AVE = 0.536, CR = 0.852)	CK1	0.726
	CK2	0.706
	CK3	0.746
	CK4	0.739
	CK5	0.741
Knowledge Sharing ( $\alpha = 0.814$ , AVE = 0.508, CR = 0.815)	KS1	0.776
	KS2	0.617
	KS3	0.657
	KS4	0.69
	KS5	0.665

Knowledge Application ( $\alpha = 0.828$ , AVE = 0.501, CR = 0.833)	KA1	0.724
	KA2	0.744
	KA3	0.681
	KA4	0.744
	KA5	0.639
Job Satisfaction ( $\alpha = 0.889$ , AVE = 0.506, CR = 0.902)	JS1	0.695
	JS2	0.693
	JS3	0.688
	JS4	0.748
	JS5	0.786
	JS6	0.726
	JS7	0.624
	JS8	0.681
	JS9	0.749
Employee Performance ( $\alpha = 0.891$ , AVE = 0.555, CR = 0.897)	EP1	0.673
	EP2	0.828
	EP3	0.788
	EP4	0.787
	EP5	0.686
	EP6	0.753
	EP7	0.682
Task Performance( $\alpha = 0.894$ , AVE = 0.550, CR = 0.895)	TP1	0.743
	TP2	0.792
	TP3	0.682
	TP4	0.668
	TP5	0.748
	TP6	0.733
	TP7	0.815
KM ( $\alpha = 0.928$ , AVE = 0.746, CR = 0.921)	DK	0.89
	CK	0.879
	KS	0.878
	KA	0.807
OP ( $\alpha = 0.921$ , AVE = 0.695, CR = 0.820)	EP	0.81
	TP	0.856

**Table 3: Discriminant Validity**

	KM	JS	OP
KM	<b>0.864</b>		
JS	0.517***	<b>0.769</b>	
OP	0.873***	0.758***	<b>0.833</b>

## Results

### *Research Hypotheses Test through Linear Regression Analysis*

The outcome of the linear regression analysis are shown in Table 4 of this study. Figure 1 displays an empirically proven accuracy hypothesis based on newly collected primary data. Tables 4 and 5 show that all knowledge management techniques were indicators of organizational performance and work satisfaction. The regression analysis results at

the 5% level show that the hypotheses were correct. The first hypothesis was investigated using linear regression analysis to assess whether the direct effects of knowledge management strategies are the most critical factors influencing employee and task performance for the organization. Table 4 shows that KM and all other sub-constructs (adjusted  $R = 0.853$ ,  $F = 909.07$ ,  $p < 0.05$ ) contribute to the  $R^2$  value. Based on an  $R^2$  value of 0.853, these KM aspects could explain 85% of the difference in performance.

**Table 4: Linear Regression Analysis Results**

Hypothesis	Relationship Path	Indices of Simple Linear Regression Analysis						
		R <sup>2</sup>	F	B (Un-standardize coefficient)	Std. Error	t	P Value	Remarks
H <sub>1</sub>	KM ----> OP	0.85	909.07	0.90	0.03	33.01	0	S
H <sub>11</sub>	DK ----> EP	0.50	184.36	0.77	0.06	13.58	0	S
H <sub>12</sub>	DK ----> TP	0.56	237.37	0.90	0.75	15.01	0	S
H <sub>13</sub>	CK ----> EP	0.44	145.23	0.68	0.06	12.05	0	S
H <sub>14</sub>	CK ----> TP	0.50	183.99	0.79	0.06	13.56	0	S
H <sub>15</sub>	KS ----> EP	0.45	156.26	0.57	0.05	12.50	0	S
H <sub>16</sub>	KS ----> TP	0.53	208.57	0.67	0.05	14.44	0	S
H <sub>17</sub>	KA ----> EP	0.46	157.21	0.78	0.06	12.54	0	S
H <sub>18</sub>	KA ----> TP	0.52	207.27	0.91	0.06	14.40	0	S

**Research Hypotheses Test through Hierarchical Regression Analysis**

The results outlined in Table 5 demonstrate that job satisfaction mediates the relationship between the KM sub-constructs and OP. Thus,

H<sub>2</sub> was approved based on the findings. JS was discovered to moderate the link between KM and OP since the direct and indirect effects were statistically significant. Personnel in the hospitality industry were shown to be more prone to this effect.

**Table 5: Hierarchical Regression Analysis Results**

Hypothesis	Relationship Path	Indices of Simple Linear Regression Analysis						
		R <sup>2</sup>	F	B (Un-standardize coefficient)	Std. Error	t	P Value	Remarks
H <sub>2</sub>	KM ----> JS ----> OP	0.97	899.02	0.66	0.01	45.75	0	S
H <sub>21</sub>	DK ----> JS ----> EP	0.62	155.46	0.43	0.05	8.02	0	S
H <sub>22</sub>	DK ----> JS ----> TP	0.69	205.39	0.47	0.05	8.79	0	S
H <sub>23</sub>	CK ----> JS ----> EP	0.60	142.71	0.48	0.05	8.92	0	S
H <sub>24</sub>	CK ----> JS ----> TP	0.67	185.47	185.47	0.53	0.05	0	S
H <sub>25</sub>	KS ----> JS ----> EP	0.61	143.78	0.46	0.06	8.50	0	S
H <sub>26</sub>	KS ----> JS ----> TP	0.68	194.25	0.50	0.05	9.26	0	S
H <sub>27</sub>	KA ----> JS ----> EP	0.60	138.82	0.46	0.06	8.11	0	S
H <sub>28</sub>	KA ----> JS ----> TP	0.66	183.94	0.49	0.06	8.77	0	S

**Conclusion**

The research findings provide persuasive evidence that KM practices are critical in affecting corporate success through a comprehensive review of empirical data and hypotheses linked to KM practices, job satisfaction, and OP. The regression analysis reveals a substantial correlation between KM and OP.

The linear regression analysis results highlight the importance of knowledge management methods as significant drivers of job

satisfaction and firm performance. The regression analysis's extremely low p-values (p 0.000) demonstrate the statistical robustness of these findings, further verifying the assumptions. According to the estimated R-square value, knowledge management methods and their sub-constructs account for more than half of the variation in organizational performance. This indicates the significant impact that KM practices have on overall business performance.

Furthermore, the hierarchical regression analysis demonstrates that work satisfaction mediates the association between KM strategies and OP. The findings show that work satisfaction partially mediates this relationship, offering a better understanding of how KM practices affect business performance. These findings are especially noteworthy in the hotel business because employees are more sensitive to the effects of knowledge management systems. In short, this study contributes to our understanding of KM practices' critical role in influencing work satisfaction and corporate performance, emphasizing the need for effective human resource management in the business sector.

### **Discussion and Implication**

The current research examines work happiness as a mediator in increasing employee performance through KM. To support this study, the regression analysis tool is used to validate a sample of two hotels in Indore. The data show that KM contributes positively to JS, which impacts OP. The hotel sector will constantly develop based on practical knowledge management. To attain this goal, staff must share their views, notions, and skills. This study aims to gain a better knowledge of how hospitality industry service organizations can manage KM, which can lead to increased JS and, hence, an influence on OP. The study's findings imply that work happiness significantly impacts OP. The greater the JS in the hospitality industry, the better the employee's performance. Employee satisfaction is becoming increasingly crucial in the hotel industry, as employees may leave for other organizations carrying valuable knowledge. As a result, the administration must manage staff members by the abilities of the business and the employees' wishes, striking a balance to ensure that everything is done correctly. Staff who are happy with their jobs are more likely to work hard to achieve the company's goals. KM may improve job satisfaction by putting staff talents in the correct places and beginning with the recruitment and selection procedure to find individuals with the necessary qualifications. Developing a new concept for understanding developing employee

capacities and skills is appropriate for the organization's and its employees' needs. There are also professional development opportunities for employees. Furthermore, businesses must consider equitable compensation, open educational and development opportunities, and job advancement opportunities consistent with employee desires. This study aims to expand information about how the hospitality business can manage KM, which can lead to improved JS and impact OP.

To effectively balance organizational resources with employee expectations, we recommend consistently evaluating employees' skills and strengths to align tasks with their abilities better, enhancing productivity and job satisfaction. Furthermore, establishing a transparent reward system that acknowledges contributions through incentives, recognition, or professional development opportunities can foster loyalty and increase employee morale. Offering structured career advancement options, such as skill-building initiatives, mentorship, and opportunities for promotion, also supports employee development while aligning their goals with the organization's objectives. Organizations can optimize resource management and meet employee expectations by adopting these strategies, resulting in a well-balanced and motivated workforce.

### **Managerial Implication**

As the hospitality business emerges as a critical sector, the current study may assist management in developing efficient ways and modifying specific procedures to produce favorable working conditions for the skilled personnel to extract the most from them. Such talent tactics will improve their satisfaction and overall performance. The research outcomes have several managerial implications for knowledge management operations in the hotel business.

Choosing and retaining the right workforce is crucial for improving organizational success. An active KM program will provide an advantage in bringing in and keeping fresh people, increasing the firm's effectiveness.



- Employees must receive learning and development opportunities to get the best results. Such initiatives, especially in the hospitality industry, will help management improve employee job satisfaction to achieve organizational goals.
- Effective career management enhances motivation and commitment to achieve optimal results at individual and organizational levels.
- Hotels may improve their services and outcomes by offering employee benefits, professional development programs, job stability, and competitive compensation packages.
- Knowledge management methods help organizational excellence by ensuring high-quality performance and caring from talented employees who are satisfied with their work.

### **Theoretical Implication**

The study contributes to the theoretical understanding of how knowledge management (KM) practices influence organizational performance, particularly highlighting the mediating role of job satisfaction. By integrating perspectives from knowledge management and organizational behavior, this research emphasizes that KM practices—such as knowledge sharing, knowledge creation, and knowledge application—not only drive organizational performance directly but also enhance employee job satisfaction, which in turn positively impacts performance outcomes. Drawing from Social Exchange Theory, the study suggests that knowledge sharing fosters a reciprocal relationship between the organization and its employees, where the sharing of valuable knowledge resources leads employees to feel valued and respected. This sense of reciprocity contributes to increased job satisfaction, which then positively mediates organizational performance. This mediating effect of job satisfaction bridges a gap in existing literature by demonstrating that effective KM practices improve not only operational efficiencies but also

employee morale and engagement. The findings suggest that organizations focusing on KM as a strategic resource may achieve better performance outcomes by fostering a work environment where employees feel valued and satisfied. This study thus advances KM theory by revealing the dual impact of KM on both organizational and employee-level outcomes, offering new insights into the relational dynamics between KM, job satisfaction, and performance.

### **Limitations and Scope for Future Research**

The purpose of the study was to establish the value of KM in achieving organizational excellence and investigate the mediating role of JS in the relationship between KM and operational performance. The predetermined associations between these factors were selected and examined for research purposes based on a literature review. It also examined the psychological and operational aspects of hotel personnel who provide quality services and support. The study's overall sample size was 190 employees from two hotels in Indore, which may not accurately represent the entire community. Due to common perceptions about the survey and staff's unwillingness to participate due to their busy schedules and the nature of work, the inquiry was performed using a limited sample base, which may have made it difficult to generalize the current results. Significant data were acquired from hotel sector employees during their working hours, making it difficult to understand the current study's state fully. The financial outcome is a crucial criterion for determining an organization's excellence. This issue was not included in the research due to the hotel management's refusal to provide financial data; hence, the influence of KM may not be adequately researched. The paucity of examination in this research area, notably in the Indore hotel business, severely limited the scope of the current study while also opening up new avenues for future research. The current study's research methodologies can be applied to various service sectors such as banking, hospitality, tourism, aviation, and insurance. More new study

constructs can be added to existing ones to help clarify established relationships. Future studies could expand the sample across diverse sectors or regions to enhance the generalizability of the findings. For future research, it would be valuable to explore practical strategies for implementing knowledge management practices in the hospitality industry, such as the creation of knowledge-sharing platforms, the development of mentorship programs, and the organization of regular training sessions. Examining the effectiveness of these strategies in enhancing employee engagement and performance could provide actionable insights for hospitality organizations.

## Reference

- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670–687.
- Arya, A., Glover, J., & Routledge, B. R. (2002). Project assignment rights and incentives for eliciting ideas. *Management Science*, 48(7), 886–899.
- Baker, G. P., Jensen, M. C., & Murphy, K. J. (1988). Compensation and incentives: Practice vs. theory. *The Journal of Finance*, 43(3), 593–616.
- Barney, J. (1991). Competitive advantage. *Journal of Management*, 17(1), 99–120.
- Barney, J. B. (1995). Looking inside for competitive advantage. *Academy of Management Perspectives*, 9(4), 49–61.
- Banuari, N., Absah, Y., & Siahaan, E. (2021). Analyze the Influence of Talent Management and Knowledge Management on Employee Performance through Employee Retention as an Intervening Variable at PT Bhanda Ghara Rekha Divre I Medan. *International Journal of Research and Review*, 8(9), 189–204.
- Bassett Jones, N., & Lloyd, G. C. (2005). Does Herzberg's motivation theory have staying power? *Journal of Management Development*, 24(10), 929–943.
- Èizmiæ, E., & Ahmiæ, A. (2021). The influence of talent management on organizational performance in Bosnia & Herzegovina as a developing country. *Management: Journal of Contemporary Management Issues*, 26(1), 129–147.
- Chen, M. C., Cheng, S. J., & Hwang, Y. (2005). An empirical investigation of the relationship between intellectual capital and firms' market value and financial performance. *Journal of intellectual capital*, 6(2), 159–176.
- Choi, B., Poon, S. K., & Davis, J. G. (2008). Effects of knowledge management strategy on organizational performance/ : A complementarity theory-based approach. *The International Journal of Management Science*, 36, 235–251. <https://doi.org/10.1016/j.omega.2006.06.007>
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human resource management review*, 19(4), 304–313.
- Dzimhiri, G. L., & Molefi, A. (2021). The impact of talent management on job satisfaction of registered nurses in Malawian public hospitals. *SA Journal of Human Resource Management*, 19, 9.
- Eneizan, B., Taamneh, M., Enaizan, O., Almaaitah, M., Ngah, A., & Alsakarneh, A. (2021). Human resources practices and job satisfaction on customer satisfaction: The mediating role of quality of customer interaction in the online call center. *International Journal of Data and Network Science*, 5(1), 11–18.
- Evans, L. (2001). Delving deeper into morale, job satisfaction and motivation among education professionals: Re-examining the leadership dimension. *Educational Management & Administration*, 29(3), 291–306.
- Feinstein, A. H., & Vondrasek, D. (2001). A Study of Relationship Between Job Satisfaction and Organizational Commitment Among Restaurant Employees, Department of Food and Beverage, Management William F. Harrah College of Hotel Administration, Las Vegas.

- Fugate, B. S., Stank, T. P., & Mentzer, J. T. (2009). *We are linking improved knowledge management to operational and organizational performance*. 27, 247–264. <https://doi.org/10.1016/j.jom.2008.09.003>
- Fu, N., Flood, P. C., Rousseau, D. M., & Morris, T. (2021). Resolving the individual helping and objective job performance dilemma: The moderating effect of team reflexivity. *Journal of Business Research*, 129, 236-243.
- Garcia-Morales, V. J., Llorens-Montes, F. Javier, & Verdu-Jover, A. J. (2008). The Effects of Transformational Leadership on Organizational Performance through Knowledge and Innovation. *British Journal of Management*, 19, 299–319. <https://doi.org/10.1111/j.1467-8551.2007.00547.x>
- Huselid, M. A. (1995). Human resource management practices impact turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Irma Becerra-Fernandez, R. S. (2001). Organizational knowledge management: A contingency perspective. *Journal of Management Information Systems*, 18(1), 23-55.
- Jauhari, A., & Pratihari, A. S. (2010). Knowledge management: For new times with new technologies. *Prabandhan: Indian Journal of Management*, 3(3), 3–11. <https://doi.org/10.17010/pijom/2010/v3i3/61112>
- Khatun, A., George, B., & Dar, S. N. (2021). Knowledge management practices in the higher education sector with particular reference to business schools. *Education and Self Development*, 16(2), 47-59.
- Kreitner, R., & Kinicki, A. (1998). *Organizational behavior*. Irwin/McGraw-Hill.
- Kurdi, B., Alshurideh, M., & Alnaser, A. (2020). The impact of employee satisfaction on customer satisfaction: Theoretical and empirical underpinning. *Management Science Letters*, 10(15), 3561-3570.
- Kucharska, W., & Erickson, G. S. (2020). The influence of IT-competency dimensions on job satisfaction, knowledge sharing, and industry performance. *VINE Journal of Information and Knowledge Management System*, 50(3), 387–407. <https://doi.org/10.1108/VJKMS-06-2019-0098>.
- MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *IIR Review*, 48(2), 197-221.
- Malhotra, Y. (2005). Integrating knowledge management technologies in organizational business processes/ : getting real time enterprises to deliver real business performance. *Journal of Knowledge Management*, 9(1), 7–28. <https://doi.org/10.1108/13673270510582938>
- Miller, J. S., Wiseman, R. M., & Gomez-Mejia, L. R. (2002). The fit between CEO compensation design and firm risk. *Academy of Management Journal*, 45(4), 745-756.
- Mladenoviae, D., & Krajina, A. (2020). Knowledge sharing on social media: state of the art in 2018. *Journal of Business Economics and Management*, 21(1), 44-63.
- Moorman, R. H. (1993). The influence of cognitive and affective-based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior. *Human Relations*, 46(6), 759–776.
- Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.
- Polyanska, A., & Malynka, O. (2014). Knowledge management is the basis of the modern development of companies. *Journal of Eastern European and Central Asian Research (JEECAR)*, 1(2), 9-9.
- Raghu, T. S., Sen, P. K., & Rao, H. R. (2003). Relative performance of incentive mechanisms: Computational modeling and simulation of delegated investment decisions. *Management Science*, 49(2), 160-178. <https://doi.org/10.1287/mnsc.49.2.160.12742>

- Razzaq, S., Shujahat, M., Hussain, S., Nawaz, F., Wang, M., Ali, M., & Tehseen, S. (2019). Knowledge management, organizational commitment, and knowledge-worker performance. *Business Process Management Journal*, 25(5), 923–947. <https://doi.org/10.1108/BPMJ-03-2018-0079>
- Sahibzada, U. F., Cai, J., Latif, K. F., & Sahibzada, H. F. (2019). Knowledge management processes, knowledge worker satisfaction, and organizational performance. *Aslib Journal of Information Management*, 72(1), 112–129. <https://doi.org/10.1108/AJIM-10-2019-0276>.
- Setia, B. I., Yuniarsih, T., Gaffar, M. F., Suryadi, E., Affandi, A., & Rohmawati, T. (2022). Job satisfaction as a mediator in improving employee performance through talent and knowledge management. *Journal of Eastern European and Central Asian Research (JEECAR)*, 9(5), 749-762.
- Tanriverdi, H. (2013). Information Technology Relatedness, Management Knowledge Capability, of Multibusiness Firms. *MIS Quarterly*, 29(2), 311–334. <https://doi.org/10.2307/25148681>
- Vraimaki, D. C. P. C. E. (2015). The central role of knowledge management in business operations: developing a new conceptual framework. *Business Process Management Journal*, 21(5). <https://doi.org/10.1108/BPMJ-10-2014-0099>
- Wang, E. T., Shih, S. P., Jiang, J. J., & Klein, G. (2006). The relative influence of management control and user–IS personnel interaction on project performance. *Information and Software Technology*, 48(3), 214-220.
- Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295–320.
- Zack, M., Mckeen, J., & Singh, S. (2009). Knowledge management and organizational performance/ : an exploratory analysis. *Journal of Knowledge Management*, 13(6), 392–409. <https://doi.org/10.1108/13673270910997088>
- Zhang, B., Niu, Z., & Liu, C. (2020). Lean tools, knowledge management, and lean sustainability: The moderating effects of study conventions. *Sustainability*, 12(3), 956.