

**DOES A SATISFIED EMPLOYEE TEND TO SHARE KNOWLEDGE BETTER
A STUDY OF THE UAE PRIVATE SECTOR**

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Abstract

This study aimed to discover the relation between job satisfaction and the knowledge sharing behavior with its three dimensions, the knowledge sharing development, knowledge sharing communication and knowledge sharing barriers. A self-administrated questionnaire was used to collect the data from several private companies where the knowledge of the employees has a direct impact on the companies' competitive advantage. Four hypotheses were proposed by the researchers to test the said relationships. The SPSS software used in order to test the hypothesis of the study through several tests like correlation coefficient, regression analysis, factor analysis and reliability test. The finding strongly showed the stout relation between the job satisfaction and the knowledge sharing behavior. The knowledge sharing barriers had the biggest impact from the Job satisfaction, followed by the knowledge sharing communication and the lowest, yet still strongly influenced, is the knowledge sharing development. The study will be vital in the theoretical field where we didn't find any previous study measuring separately the relation between Job satisfaction and knowledge sharing in this part of the world. However, the biggest impact of this study will be on the managerial sides especially in a highly competitive market, like UAE, where knowledge is the main spring of the companies' competitive advantage yet managers don't know how to sustain the benefit of it.

Keywords: Job satisfaction, competitive advantage, knowledge sharing, knowledge development, knowledge communication

INTRODUCTION

Knowledge sharing behavior (KSB) and job satisfaction (JS) are two separated frequently used factors that continuously considered in the management literature as well as the companies practices. KSB and JS weren't studied as solo global variables habitually. KSB and JS were found negatively correlated occasionally once considered with different variables (Mogotsi et. al 2011). Davenport and Prusak (1998) defined Knowledge as "A fluid mix of framed experience, values, contextual information, and expert". Knowledge is either explicit or tacit, Explicit knowledge will not be strongly considered in this study since it's a part of the knowledge documentation while the intensive focus will be directed into the tacit knowledge. Lubit (2001) defined tacit knowledges as a collective representation of "know-how" and "cognitive" abilities. The ownership of the tacit knowledge is a major competitive advantage of the companies, Teece (1998) enlighten the importance of capturing value from knowledge assets. Kokavcovaet. Al (2009) and Nonakaet. Al (1995) assumed that the most valuable knowledge in any organization is in the heads of the employees, for this reason, the knowledge is one of the most complicated intangible resources that the companies have to managing it deliberately through an effective Knowledge management. The ultimate success of any knowledge management strategy comes from the ability to create a KSB culture in the work place.

Locke (1969) defined JS as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering". Considering the human being diversities, the study will be able to examine the most common aspects of the JS only. The JS factors expound by several authors like Reige (2005) who claimed that incentives, recognition, rewards and wages elevate the JS, Lin (2007) added that factors such as enjoyment, attitude of helping other and self-efficacy are a major player in improving the JS as well. Adding on that some ancient JS factors like supervision style deliberated by Burke (1995) under the management practices and co-workers relation or what some authors call it organization climate (Pervin, 1968; Argyris, 1973; Downey et al., 1975;). Those factors together will be considered to identify the JS level of the employees in this study.

Research Problem

In a Knowledge-based economy where knowledge is power, several employees are not willing to share knowledge since they consider knowledge as the greatest guarantee for continued job security, job benefits and incentives(Bartol, Liu, Zeng, & Wu, 2009). Others might have problem in communicate or transfer the knowledge they have.The central foundations for firms' competitive advantages derive from the large investment in knowledge development that companies are capitalizing in. Grant (1996) and Hendriks (1999) argued that Knowledgeis a critical resource for success. This resource is impossible to inventory in the companies assetslog even it might be the most valuable one. This resource may vanish or used inefficiently

through job turnover and employees' retirement or a negative KSB, that will initiate a major damage for company's competitive advantages as well as the practice of doing the job properly. Capturing the knowledge and encouraging the KSB will be tested in this study by assuming that the JS play a major role in encouraging the people to practice the KSB

Aims and objective of the study

This study aims to explore the overall relation between the KSB and JS. Realizing that several factors are affecting the KSB, yet this study will explore the role of the JS only since those two factors wasn't studied solely.

In addition to that, the study will examine the three dimensions of the KSB that are: Knowledge sharing development, knowledge sharing communication and knowledge sharing barriers with the job satisfaction. The study will be a decent reference for the senior managers who are trying to boost and maintain their companies' competitive advantage and find the variables that affect the KSB.

Rationale of the study

The importance of this study comes from the arising role of knowledge in creating a competitive advantage for companies. UAE companies are always asked for previous achievement before getting awarded any new contract. This common practice reflected the role of know-how and experience in company's success. Additional importance for this study emerged from the uniqueness of the subject in the GCC where researchers did never examined the relation between JS and KSB, it will be an addition to the few other studies occurred world wide in this field. By discovering the relation between JS and KSB, The study will be significant in the academic dimension yet; it will be vital in the practical side as well and companies might radically benefit from it especially in the current booming market situation after expo2020. The study will recommend different strategies to deal with KSB and improve the JS.

LITERATURE REVIEW

The growing interest in exploring the KSB and JS make this study vital for practitioners and researchers. The literature will conceptualize the two factors while the research will explore the statistical relation of them.

Knowledge sharing

We have to define the knowledge to find the right approach and process to share. Wiig (1997) defined knowledge as "the intellect, it's the justified beliefs about relationship among concepts, judgment, know how, experience, values that gives power to individuals and organizations to act

intelligently and thoughtfully". Dalkir (2005) argued that knowledge is not something that can be developed overnight, it's a process that accumulate over certain period of time, It's alike experience, the nature of knowledge tend not to deteriorate; it always increases with the continuous usage. Because of that, Headhunters are trying continuously to hunt knowledgeable people from their companies by offering them a generous offers to move for the companies they are recruiting for. Such job turnover process offends the companies that lose their investment in the person leaving them. This investment include learning cost, time to learn, wrong decision consequences, salaries, incentives... however, sometimes the employee will still hold the same job yet aching the company more by controlling knowledge and avoid the sharing process.

Exploring KSB "is still such a new area that no definitive measure of it exists" (Yi, 2009, p. 66). Authors like (Ipe 2003; Spek and Hoog1995) theorized that knowledge-sharingenable the process of exchanging the know-how, expertise, judgment, and lessons learnt between the employees through a formal or informal network. KS emerges in several forms, it can be in the form of formal internal seminars, weekly meeting, visit for different firms, instructions, decisions, guiding employees how to do something and even the quick chat on the coffee room is part of the KSB process. For this reason, the knowledge sharing communication plays a vital role in the KSB. It's obvious that once the KSB is dominated, the process of knowledge transfer will be smoother, natural and more efficient. Once the KS environment is part of the company culture, the uncertainty will be subordinate; the effective knowledge management application is now the most valuable competitive advantage for organization (Kearns and Lederer, 2003) success and employees should naturally share knowledge. In contrast of that, some authors claimed that KSB is an unnatural process (Davenport 1998) while other researchers (Bartol, Liu, Zeng, & Wu, 2009;Gee 2002,) argued that there is nothing called a KS culture and the KSB is an individualistic behavior that fluctuate from one person to another. They debated that in the knowledge-based economy, the knowledge will give the employee a high job security and insure him incentives, authority and promotions. For this reason, the employees will look to their knowledge as a source of power and they will be reluctant to perform as an effective KS player. The study will measure the KSB by testing the role of the Knowledge sharing development (KSD), Knowledge sharing communication (KSC) and the knowledge sharing barriers (KSB). The KS development will explore how the employees behaving in developing each other. Wu (2013) argued that employees tend to share knowledge better once they believe that they are going to learn something in return from the current receiver. The positive KSB intention will be a good motivation to spread knowledge in the business platform and employees will practice the model of developing each other. In general, positive interindividual and team relationships was considered in several studies as a result on how the people interconnect with each other (Inglis, 1993; Wong &Tjosvold, 1995; Jones, 2004), from that we can determine that a confidentinteractions seem to be vital to KSB in teams (Zakaria, Amelinckx, &Wilemon, 2004).

The KS communication is the second vital measurement for the KSB since communication between human being is the only way to transfer knowledge. Studies shown that, communication, especially horizontal, in all forms found to play an important role in knowledge sharing by increasing attachment and cohesiveness (Meyer, 2002 Levine & Moreland, 1990; Lott & Lott, 1965). From the social exchange perspective, employees are willing to share knowledge with colleagues because they could learn from others in the future (Wu et al., 2009). In addition to that, human behavior studies have shown a solid positive effect for the “liking” impact between the different communicating parties on the KSB (Collins & Miller, 1994; Dindia, 2002)

Davenport and Prusak (1998) argued that KSB, in essence, is a social exchange rather than the traditional economic exchange. Different barriers like linguistic barriers where different cultures can't communicate or understand each other properly might intersect this exchange. Age difference might play an influencing role as well. The other KS barrier was developed by researchers through different reading like (Pfeffer and Sutton, 1999) talking about sense of losing control for the employees that express the KSB. Lindsey (2011) considers the supervisor acknowledgement as an important player in encouraging or deteriorating the KSB while Husted and Michailova (2002) conceptualize the sense of job security as an important player to improve the KSB by debating that an employee with low job security will not tend to have a KSB. Fernie, et. al, (2003) enlighten the importance of trust between employees to practice the KSB.

Job Satisfaction

Newstrom (2007) Defined JS as “a set of favorable or unfavorable feelings and emotions with which employees view their work.” From the KSB literature, we can notice that the KSB is a human being practice. Human routine differ from one person to another. In this study we will observe the most important items that shape the JS, yet we knew that it would not be pertinent on every single person. Srivastava (2013) supported that by concluding that “An employee’s interpretation of values may vary regarding satisfaction or dissatisfaction.”

Several authors commonly defined Job satisfaction as (Spector 2003) “an attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them”. One of the most ancient definition was given by Locke (1969) “ JS is a function of the perceived relationship between what one wants from one's job and what one perceives it as offering”. From this we can highlight two major points, the first one is “feel” and the second one “ want-perceives”.

“Job satisfaction is generally construed in affective terms, but typically only its cognitive aspects are measured” (Brief & Weiss, 2002). The common factors of the JS (Pay, promotion, supervision style, coworker relation, job itself) appear to be split between cognitive and affective

yet it's not. The affective JS was mutually intellectualized under a "unitary concept" (Kalleberg, 1977) that symbolizing an "overall positive emotional" (Moorman, 1993) react to a job as one full package without searching in-depth the different aspects of JS. From this side we can define JS as "a global feeling about a job" (Spector, 1997), from here we can take JS as a global factor that will make the study on the JS more appropriate by examining how much the employees are subjectively and effectively like their job as a whole, that lead us to the second part of JS. The cognitive job satisfaction defined by Moorman (1993) as a "logical and rational evaluation of . . . job conditions" by comparing what the employee is receiving in his current job and what he deserve or what he might got once searching for other job. It's an assessment of conditions, results and opportunities without relying on any emotional judgment. It's "a constellation of attitudes about various aspects or facets of a job" (Spector, 1997). From here, several researchers proposed that both affective and cognitive job satisfaction could be combined in the same study in order to symbolize a wider blended concept (Schleicher, Watt, & Greguras, 2004; Whitman et al., 2010). This study will try to cover both sides of JS through the five above-mentioned items.

Several researchers have shown that when employees have a higher level of satisfaction toward their job, they will behave more positively (Argyris, 1973; Pervin, 1968; Robbins & Judge, 2011). Since KSB require a positive feeling toward the job and the company, we can predict the relation between JS and KSB. We weren't able to find several studies that examine the relation between JS and KSB as two global variables; it's still a debatable issue whether job satisfaction is the predictor of the KSB.

JS has been examined in a large number of studies along with several other factors and was found correlated with several organizational variables. JS was studied with the organizational commitment (Lance, 1991; Lok and Crawford, 1999). Researchers like (Shaw, 1999; Van Dick et al 2004) found that JS has no statistical evidence with job turnover while other researchers found JS positively interrelated with the job characteristics (Bhuiyan and Menguc, 2002; Winkelspecht, 2004), nevertheless, the most important research, that we was looking for to support our study is the KSB and JS, found that "neither job satisfaction nor organizational commitment was related to knowledge sharing behavior" (Mogotsi, Boon, Fletcher 2011). However, the study examined four different factors together (JS, KSB, organizational commitment and organizational citizenship behavior) and in such multidimensional study, the focus on particular item will be divided into four, for this reason, we are going to examine the KSB solely with the JS in order to discover the nature of relation between this two variables.

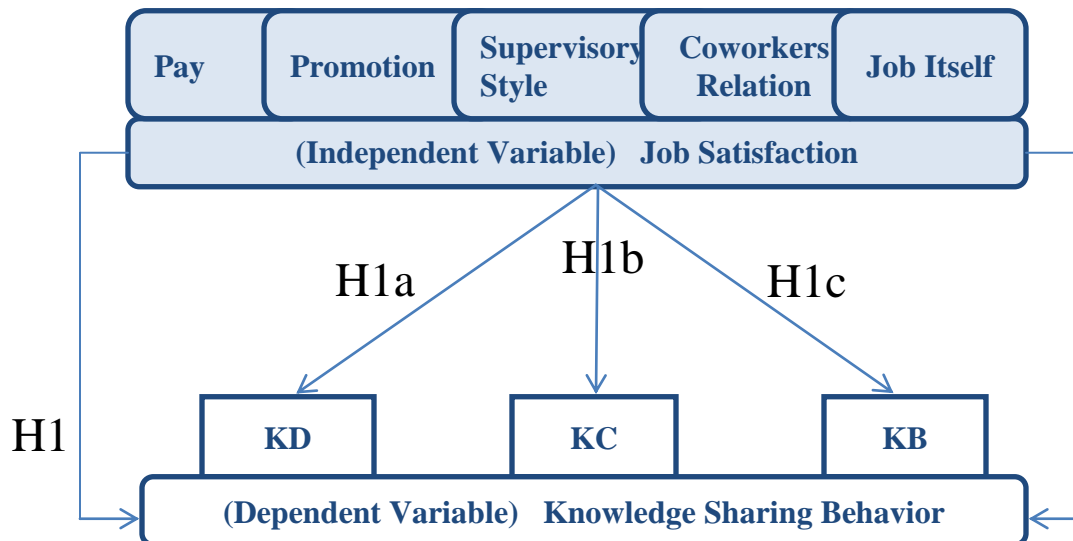
METHODOLOGY

The primary data of this study was collected from full time employees of several multinational leading private organizations based in UAE. These multinational companies are chosen because it was supposed that the role of knowledge in creating a competitive advantage would add valuable guidelines for their management. The collected primary data was processed by the statistical package for the social sciences “SPSS” software in order to set the data in a table arrangement for the benefit to apply both descriptive and inferential statistical analyses.

Research Model

Figure 1 below demonstrates the hypothesized links between independent and dependent variables. The study model shows, job satisfaction and its five factors; pay, promotion, supervisory style, coworkers relation and job itself are assumed to be linked to the three factors of knowledge sharing behavior, which are knowledge development, knowledge communication and knowledge barrier. Job satisfaction and its specific factors considered in this paper will be used to refer to the feelings and emotions toward the job and the company as perceived by employees. Whereas Knowledge sharing behavior that will show firstly through knowledge development that refers to how the employees behaving in developing each other, secondly, knowledge communication refers to how the employees perceive interaction with each other to transfer knowledge and thirdly, knowledge barrier refers to how employees perceive the factors for the removal of barriers to sharing knowledge.

Figure 1. The research model



Study Hypotheses

The main purpose of this current study is to examine the relationship between job satisfaction (JS) and knowledge sharing behavior (KSB). With the drive of accomplish this goal, different hypotheses have been developed, all drawn from the previously deliberated literature. These hypotheses are made-up to provide a pointer in identifying the reality, development and influence of the relationship between two main variables:

H1. There is a relationship of statistical evidence between job satisfaction and knowledge sharing behavior.

H1a. Job satisfaction and its factors play no significant role in influencing knowledge sharing behavior development.

H1b. Job satisfaction and its factors play no significant role in predicting knowledge sharing behavior communication.

H1c. Job satisfaction and its factors play no significant role in explaining knowledge sharing behavior barrier.

Sample of Study

Via a self-managed questionnaire; 100 employees representing first, middle and lower levels of management were at random selected for a survey in order to study the research hypotheses. Out of the 100 surveys distributed by the researchers, only 85 were collected back, demonstrating of 85 percent as a response rate.

On the other hand, sample size found to be appropriate for data analysis were 70 out of 85. The 15 questionnaires were omitted for the reasons that more than 30 percent of the data was missing or marking more than one answer for most of the questions. Table 1 provides whole detail about the characteristics of the study sample.

Table 1: The description of the study sample

<i>Gender</i>	<i>Marital status</i>	<i>Education</i>	<i>Age</i>	<i>Organizational</i>	<i>Job</i>	<i>Job</i>	<i>Nationality</i>
<i>tenure</i>	<i>tenure level</i>						
Male	54						
Female	16						
Married	50						
Unmarried	20						
High school		5					
College degree		14					
Graduate degree		32					
High diploma		6					
Masters or above		13					
Less than 25			2				
25-35			32				
36-46			29				
47-57			7				
One year or less				11			
2-7				41			
8-13				15			
14-19				1			
20 years or above				2			
One year or less						6	
2-7						40	
8-13						18	
14-19						3	
20 years or above						3	
First level						10	
Middle level						58	
Lower level						2	
Arabic							26
Asian							37
Western							5
Others							2
Total	70	70	70	70	70	70	70

As the table shows, the demographic backgrounds of the study sample diverse. The majority of the study subjects are males 54 (77.1 percent) While 16 (22.9 percent) are females. Most of respondent's are married 50 (71.4 percent). In terms of education, most of the study sample are very educated employees; whereas 32 (45.7 percent) have graduate degree, 14 (20 percent) have college degree, masters holders or above are 13 (18.6 percent), 6 (8.6 percent) employees hold high diploma, only 5 (7.1 percent) employees have high school and no participant has less of this education level. The majority of respondents 32 (45.7 percent) aged between 25 and 35 years, 41 (58.6 percent) have been with their organizations for between 2 to 7 years, 46 (65.7 percent) have seven years or less job tenure. Participants' full time employees selected from three managerial levels, 58 (82.9 percent) work in the middle level of management, while 10 (14.3 percent) of them in the first level and 2 (2.8 percent) in the lower level. Asian background accounted for 37(52.9 percent) of the participants, Arabic 26 (37.1 percent) while the rest are western nationality 5 (7.1 percent) and 2 (2.9 percent) are from other nationalities.

Measures

The study tool is a questionnaire established in English and consists of 43 items that measure the main variables included in the study. The semi-final tool was given to ten employees, chosen by the researchers to pilot and moreover test it. From the piloted participants in addition to the experts' evaluation in the field to ensure the validity of the questionnaire, the feedback regarding the effectiveness of the sampling frame and technique was given to prepare the final instrument.

Demographic and career variables: Gender, marital status, education, age, organizational tenure, job tenure, job status and nationality are measured using eight different scales developed by Suliman (2001), they ranged between two-point for gender and six-point for nationality.

Job satisfaction:

This construct, independent variable, developed by Suliman (2001) is measured as follows:

- (1) Pay: measured with a five-point scale;
- (2) Promotion opportunity: with a four-point scale;
- (3) Supervisory style: four-point scale;(4) Coworkers relation: four-point scale; and
- (5) Job itself: four-point scale.

The total number of items instrument in the scale was 21, using Likert's five-point scale; whereas highest is "strongly agree" 5 and the lowest is "strongly disagree" 1.

Knowledge sharing behavior

This construct, dependent variable, developed by the researchers, is measured as follows:

- (1) Knowledge sharing behavior development: measured with a four-point scale;
- (2) Knowledge sharing behavior communication: with a four-point scale; and
- (3) Knowledge sharing behavior barrier: six-point scale.

The total number of items instrument in the scale was 14, using Likert's five-point scale; whereas highest is "strongly agree" 5 and the lowest is "strongly disagree" 1.

The questionnaire used in this study to gather the primary data is obtainable at the end of this paper, i.e. in the appendix.

ANALYSIS AND FINDINGS & DISCUSSION

This part of the study delivers a comprehensive examination to the outcomes generated from reliability statistics, factor analysis, and correlation matrix test and regression analysis.

Reliability Statistics

In order to examine the reliability of JS and KSB scales as global variables and their factors, the reliability test was conducted for distributed questionnaire yields a reliability coefficient of 0.88 that means highly reliable.

Table 2: Results of reliability test

No.	Variable	Cronbach's alpha
1	Job Satisfaction (GlobalJS)	0.86
2	Knowledge Sharing Behavior (GlobalKSB)	0.85
3	Pay (JS)	0.88
4	Promotion (JS)	0.87
5	Supervisory Style (JS)	0.86
6	Coworkers relation(JS)	0.87
7	Job Itself (JS)	0.86
8	Knowledge Development (KSB)	0.86
9	Knowledge Communication (KSB)	0.86
10	Knowledge Barrier (KSB)	0.85

As can be seen from Table 2, the overall Cronbach's alpha for job satisfaction scale is 0.86 that is sufficiently high and does not need additional improvements and the overall Cronbach's alpha for knowledge sharing behavior is 0.85 that is sufficiently high and does not need additional improvements. All the dimensions' scales used in this study are highly reliable and imply consistency; the lowest alpha value is 0.85. Since all alpha values over 0.60 are generally acceptable as per Suliman (2001), it can be determined that the questions combined in the scale are evaluating the same thing.

Factor Analysis

In order to examine the multifaceted nature and the significance of the JS's items and dimensions, the twenty- one questions of this variable were factor analyzed. The concluding results of this analysis are revealed in Table 3.

Table 3: Factor loading of job satisfaction (JS) variable

<i>Items</i>	<i>Factor 1</i>	<i>Factor 2</i>	<i>Factor 3</i>	<i>Factor 4</i>	<i>Factor 5</i>
Item1 of coworkers of JS	.77				
Item3 of coworkers of JS	.88				
Item4 of coworkers of JS	.83				
Item1 of supervisory style of JS				.81	
Item2 of supervisory style of JS				.81	
Item3 of supervisory style of JS				.51	
Item4 of supervisory style of JS				.72	
Item2 of promotion of JS			.73		
Item4 of promotion of JS			.50		
Item1 of pay of JS			.57		
Item2 of pay of JS			.76		
Item3 of pay of JS		.82			
Item1 of job itself of JS				.72	
Item2 of job itself of JS					.84

As is obvious from the Table 3, five factors were successfully loaded, scoring 0.5 and above on the varimax rotation, taking in consideration that a minimum cut-of point is 0.5 for accepting item's loading. These factors are coworkers' relation (F1), supervisory style (F2) promotion (F3), pay (F4) and job itself (F5).

First, the three items 1, 3 & 4, relating to coworkers relation loaded together on the first factor, item 2 was dropped.

Second, the four items loading on the second factor represent the supervisory style component. These four items were re-computed as one scale. Third, only two items out of four in the promotion construct loaded on factor 3. The first and third items did not load on either factor. Therefore, these items were excluded and the remaining two items were re-computed as one scale.

Fourth, three items from pay loaded together under factor four, items 4 & 5 were dropped and items 1, 2 & 3 re-computed as one scale. Lastly, the two items 1 & 2 measuring job itself loaded together under factor 5, whereas items 3 & 4 had a loading of less than 0.5, the poorly loaded items were excluded to improve the reliability of scale and omitted from any further analysis such as correlation and regression tests.

Correlation Matrix Test

This correlation matrix test is to identify the relationships between independent and dependent variables, in order to gain an understanding of the nature of relationships among the variables and explore the degree of significance of the relationships. Thus, decide accordingly on the acceptance or rejection of the proposed hypothesis. The correlation analysis shown a significant and positive relationships between all variables with a clear variation in correlations coefficients ranging from 0.03 to 0.89.

Correlation analysis suggests that global variables, job satisfaction (JS) and knowledge sharing behavior (KSB), are significantly and positively related 0.71 (sig. level 0.000). This means that the more satisfaction the employees with their job the more ready are the employees to share their knowledge. Hence, *H1* is accepted.

The overall job satisfaction showed significant and positive relationships with the three facets of knowledge sharing behavior, namely knowledge development (KD) ($r= 0.56$), knowledge communication (KC) ($r= 0.62$) and the strongest of all; knowledge barrier (KB) ($r= 0.70$).

Given these findings, it can be concluded that *H1a* is rejected and that employees' job satisfaction has a positive and significant relationship with employees' behavior in developing each other.

H1b is rejected and that employees' job satisfaction is a significant predictor of employees' interaction with each other to transfer knowledge.

Finally, *H1c* is rejected and this means that the satisfaction of job's employees shows positive and highly significant relationship with the perception of employees for the removal of barriers to sharing knowledge

Regression Analysis

For further discussion of hypotheses links after the correlation test, regression test was applied. The SPSS outcome contains F test that measures the overall significance of the regression model, the coefficient of determination (R Square) that measures the model goodness of fit, adjusted R Square in order to isolate the impact of each independent variable in the analysis and the regression coefficients (Suliman & Alkatheeri 2013).

Table 4 summarizes some of these findings.

Table 4: Regression test results

Regression equations	<i>F</i> - value and sig. level	R Square	Adjusted R Square	<i>Beta</i>
Job satisfaction regressed against Knowledge sharing Behavior	71.91 (0.000)	0.51	0.51	0.71
Job satisfaction regressed against Knowledge development	31.75 (0.000)	0.32	0.31	0.56
Job satisfaction regressed against knowledge communication	44.27 (0.000)	0.39	0.38	0.63
Job satisfaction regressed against knowledge barrier	68.82 (0.000)	0.50	0.50	0.71

As seen in Table 5, job satisfaction was regressed against knowledge sharing behavior, *F*-test shows a significant model (p -value < 0.001) and coefficient of determination (R Square) is 0.51. This result indicates that there is significant influence of job satisfaction on knowledge sharing behavior, and job satisfaction managed to explain 51 percent of the variance in knowledge sharing behavior. Given these results and the result of correlation test discussed earlier; it can be achieved that *H1*: "There is a relationship of statistical evidence between job satisfaction and knowledge sharing behavior" is confirmed.

Since the overall job satisfaction showed significant and positive relationships with the three facets of knowledge sharing behavior, as discussed earlier in the correlation results, regression test is applied to study these relations further. As Table 5 presents, job satisfaction was regressed against knowledge development, the *F*-test shows a significant model (p -value < 0.001) and coefficient of determination (R Square) is 0.32. This outcome indicates that there is significant influence of job satisfaction on knowledge development. Given this finding, it can be concluded that *H1a* is rejected. Similarly, job satisfaction was regressed against knowledge communication and knowledge barrier, and *F*-test showed a significant regression model (p -value < 0.001). Set these findings, it can be confirmed that *H1b* and *H1c* are unacceptable.

As Table 4 shows; the job satisfaction managed to explain 31 percent of the variance in knowledge development, 38 percent in knowledge communication and 50 percent in knowledge barrier. Moreover, looking at *Beta* weights in the same table; it can be observed that job

satisfaction has more impact on the knowledge barrier (*Beta* is 0.71) than knowledge development (*Beta* is 0.56) and knowledge communication (*Beta* is 0.63). This means that knowledge barrier; the perception of employees for the removal of barriers to sharing knowledge is heavily affected by their satisfaction toward the job and the company. In other words, the more happy the employees with their job the more likely they will show a positive perception to sharing knowledge regardless any barrier.

RECOMMENDATION AND CONCLUSION

From these results, we can conclude that the job satisfaction plays a vital role in the knowledge sharing practice. The JS explain a big portion of the KS practice and have a direct impact on the component of the KSB like Knowledge communication, knowledge development and knowledge barriers. The statistical evidence of the relation between KSB and JS will be a guidelines for the management teams whom trying to improve the practice of the knowledge sharing and got the most of this resource in order to preserve their competitive advantage and overcome the risk of losing it due to negative practice of knowledge sharing and job turnover. The study contradicted some previous researchers (Mogotsi et. al 2011) that concluded that the JS has no impact on the KSB. By assuming that KSB and JS have to be studied solely in order to discover the same statistical evidence since further factors may confuse the data demographic and distribute their attentions over different factors. This study succeeds to proof the relation between those two important variables for the business practice. The JS and KSB are two critical behaviors that have to be studied further carefully and in larger scale. The researchers weren't able to conduct the study in some multinational companies whom they are famed for the positive culture like IBM or Google.

Although the study showed the strong statistical evidence between JS and KSB and prove that satisfied employee tend to share knowledge better than the unsatisfied one, yet this study has to be considered always within the limitation which it bounded it as the following: 1- the study sample was based on small sample of employees coming from several companies and researchers didn't get the chance to take the study in one large single company 2- the study took place within short period. 3- the researchers assumed that knowledge is important for the job practice only for some of the employees in some special positions yet we discovered during the study that every single individual in any company has a certain knowledge that has to be taken into consideration. 4- the difficulty of accessing large share holding companies and the fear of sharing internal information was another serious limitation of the study. 5- questionnaires difficulties due to the stress, busy life style and the careless culture that reduce the people ability to fulfill a 10 minutes questionnaire as long as the boss didn't ask them to do it. For future research, we recommend that the time of the study have to be longer and should cover further

level of management in several companies. We advise that one study in three large companies will give further explanation of those two variables. In addition to that, researchers believe that in emerged markets like UAE, where few studies in this field took place, researchers have to spend longer time than usual study to collect data and reduce the fear of the companies from sharing their information. The future research has to cover further dimensions of JS as well as the KSB like knowledge documentation.

Finally, the studies in the companies practices, where human being are taking a major role, has to be a priority for the companies and encourage the researchers to come and make their study. Once this culture in Arabic countries will be common, the way to explore further dimension of JS and KSB will be evener, until that time, researcher still has to work harder to get the data and explore wider range of the companies' practices.

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