





The Influence of Knowledge Management on Employees' Quality of Work-Life: Literature Review

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Submitted:15/11/2023

Accepted:03/12/2023

Published: 30/12/2023

Abstract:

Maintaining essential skills is a challenge for organizations today. This study investigates the relationship between Knowledge Management (KM) and Quality of Work Life (QWL) to address the lack of exploration in this domain. Our goal is a comprehensive literature review to reveal the impact of KM practices on QWL. By employing a qualitative methodology, our study concludes that effective implementation of KM strategies is critical in influencing positive QWL outcomes. We propose essential strategies for optimal KM integration in the workplace.

Keywords: knowledge management; KM; quality of work life; QWL; literature review

JEL Classification Codes: O32, J28, C80

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Introduction :

Today, the only way for companies to survive is to constantly adapt to the environment, continuously sustainably, and constantly overtake the competition. This can be achieved only with knowledge and with the ability of the employees to think and work better and rapidly (Biziak, 2006), knowledge management (KM) is the process of generating, transforming, or applying new knowledge (Maier, 2007). On the other hand quality of work life (QWL) is a comprehensive program designed to improve employee satisfaction (Krueger et al., 2002). Various researchers have offered different definitions of QWL, and they tend to agree that it encompasses the intricate interactions of different components in the work system, including the nature of work, the work environment, and the individuals involved (Vagharseyyedin, 2010). The achievement of an organization's objectives heavily relies on the quality of its employees and the conditions in which they work. Hence, it is vital to create a favorable workplace that minimizes stress for employees and implement policies aimed at enhancing employee QWL and job satisfaction. (Hammond et al., 2023). One approach to enhance the Quality of work life (QWL) is through knowledge management (KM), Organizational Knowledge Management (KM) revolves around the activities of creating, preserving, and sharing the knowledge possessed by employees, this practice enhances job satisfaction and overall organizational performance (Fadaie et al., 2023). Thus, Efficient knowledge management plays a crucial role in fostering teamwork through the storage, transfer, and application of knowledge. This teamwork is vital for ensuring the delivery of high-quality services (Qamari et al., 2020). Despite the important role of knowledge management (KM) in enhancing the work environment of employees, there is a significant lack of studies that investigate the impact or relationship of KM on quality of work life (QWL). Therefore, this paper aims to investigate the impact of knowledge management on the quality of work life and provide practices and strategies of KM that have the potential to elevate the Quality of Work Life (QWL) for employees, which will help management practitioners and academics understand how KM can influence and improve their QWL. Hence, this topic has received limited attention and development therefore this paper is

a valuable contribution to the fields of KM and QWL as it's the first study that investigates the literature review to define the impact of KM on QWL. Furthermore, the paper will provide practical suggestions for management to implement effective KM policies and initiatives that can improve employees' QWL.

The following section reviews the relevant literature on KM and QWL, as we delve into the existing body of literature, we will examine the implementation of KM in organizations, investigate its impact on job satisfaction, and explore the main strategies and approaches employed. Subsequently, we will transition into an examination of the QWL concept, its components, and its relevance within the context of knowledge management. Through this literature review, we aim to shed light on the intricate relationship between KM and QWL. After that, in the next section we describe the research methodology, including the research design, data collection, and data analysis. Then, we present the findings and discussion of the data analysis with the implementations. and the last section concludes the paper with a summary of the main findings, limitations, and recommendations for future research.

Literature Review:

Numerous researchers have delved into the profound impact of KM in organizations recognizing it as a pivotal and indispensable element of modern business practices, it was found that knowledge management can increase company productivity by 10-40% (Beaudoin, 2022).

Knowledge sharing is important for organizations because it shows how knowledge can benefit them and motivates employees to learn and innovate. However, knowledge can also become outdated and useless if it is not managed properly. Therefore, organizations need to use some methods to handle their knowledge effectively (Xue, 2017). Effective Knowledge Management (KM) fosters a culture of continuous improvement within organizations. It encourages employees to share their expertise, collaborate, seek new information, and strive for enhanced understanding (Norton, 2023). According to Xue (2017), Knowledge management helps organizations compete and succeed by creating, managing, and using knowledge. Knowledge is a valuable resource that gives organizations advantages and performance. Organizations must comprehend the effect of knowledge management before its implementation. Mouritsen and Larsen (2005) concluded in their study that managing knowledge resources by using

intellectual capital information gives a management control view on how to save, organize, and divide knowledge resources, another study by Yasir and Majid (2017) found that To foster the knowledge sharing behaviors in the organization, the managers should take into account knowledge management enablers (support from top management, organizational culture, and communication openness) as well as trustful environment as a driving force for the development of knowledge management systems. Similarly, The study of Santhose and Lawrence (2023) identified several factors influencing knowledge management (KM) and knowledge sharing in organizations, including individual characteristics, personal attitudes, organizational culture, and trust. However, it highlighted various challenges to KM and knowledge sharing, such as poor communication quality, resistance to behavioral change, limited understanding of employees' knowledge levels, trust issues, time constraints, unstructured organizational design, employee attitudes, heavy workloads, resource limitations, diverse work agendas, technological shifts, and age-related challenges. The study also recommended several best practices to improve KM within organizations, including promoting knowledge sharing and exchange, facilitating knowledge dissemination and utilization, and enhancing knowledge acquisition. A study by Kianto et al. (2016) investigated the impact of knowledge management on job satisfaction, based on a survey they found that knowledge management processes such as (knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification, and knowledge retention) are significantly linked to higher job satisfaction, and they found that the specific knowledge-based drivers of job satisfaction may vary depending on the characteristics of employees' roles. Similar to the study of Khoualdi and Saleh (2015), They drew findings from a sample of employees in selected universities and found that KM impacts job satisfaction and managers need to align KM processes with the organization's strategy. Top managers should corroborate KM initiatives, and they should also focus on enhancing job satisfaction through their leadership and motivating employees to work with more creativity, efficiency, and enthusiasm. Another study suggests that KM has a mediated positive effect on job satisfaction, acting as a connecting factor between organizational culture and job satisfaction, as well as between organizational learning and job satisfaction. These findings emphasize the importance of effective KM practices in enhancing overall job satisfaction among employees within an organization.

In contrast, Research has consistently demonstrated a strong relationship between Quality of Work Life (QWL) and job satisfaction. Numerous studies have suggested that employees experiencing higher QWL levels tend to report greater job satisfaction.

Notably, elevated job satisfaction has been linked to heightened motivation and increased work engagement (Kocman, & Weber, 2016), whereas diminished job satisfaction correlates with reduced motivation and engagement. Consequently, it becomes evident that employee motivation and engagement are related to job satisfaction, which contributes to enhancing the employees' commitment and performance. Another study by Dhamiji and Singla (2017) further illustrates this interconnection by revealing a positive relationship between organizational culture and QWL, implying mutual influence between the two. Consequently, nurturing a positive organizational culture and enhancing QWL can significantly boost job satisfaction among service delivery professionals, which holds substantial implications for companies aiming to enhance employee satisfaction and well-being. Likewise, Valizadeh and Ghahremani (2012) have demonstrated a significant positive link between organizational culture and Quality of Working Life (QWL) among employees. A favorable organizational culture can contribute to an improved QWL, and conversely, an enhanced QWL can cultivate a positive organizational culture. Additionally, the study identifies various factors that contribute to the quality of working life, such as job security, work-family balance, leadership style, work environment, and recognition. In conclusion, organizations should prioritize the enhancement of both their organizational culture and QWL to promote employee job satisfaction, retention, and overall performance.

Based on the evidence it is agreed that KM improves employee and organizational performance, as well as job satisfaction (Lehyani et al., 2023), Additionally, The reviewed studies consistently highlight the positive impact of KM practices on employee well-being and knowledge enhancement (Kianto et al., 2016), Furthermore, these findings emphasize the critical importance of effective KM in achieving higher employee motivation, engagement, and overall job satisfaction, while simultaneously contributing to organizational success. With this comprehensive understanding of the benefits and impact of KM, it is evident that organizations should prioritize and invest in KM strategies to not only enhance their performance but also to improve the quality of work life for their employees, thereby fostering a mutually beneficial relationship between the organization and its workforce.

After collecting the studies, we selected the ones that were relevant to our topic and organized them as follows:

Table 01: Key Findings from Relevant Studies related to KM and QWL

Author and Year	Title	Factors	Key Findings
Gronau and Uslar (2004)	Integrating knowledge management and human resources via skill management	Integrating knowledge management and human resources via skill management	Skill management systems are essential to support the distribution and acquisition of knowledge within companies
Yew Wong and Aspinwa II (2004)	Characterizing knowledge management in the small business environment	Characteristics of small businesses, Advantages and disadvantages of small businesses, Strengths and weaknesses of small businesses, Key problems and issues related to KM	Small businesses are in an advantageous position to implement KM programs, but they may face a shortage of resources such as time, financial and human resources as well as knowledge and expertise. The authors also suggest that the notion of KM should be redefined to better reflect the ideals, features, and needs of small businesses
Lin (2011)	The effects of Employee motivation, social interaction, and knowledge management strategy on the KM implementation level	Employee Motivation, social interaction, KM strategy	There are significant positive associations between employee motivation (intrinsic and extrinsic motivation) and the level of KM implementation
Eloufi and Bendi	The role of knowledge management in developing human resource competencies	Knowledge Management, Human Resource Competencies	Knowledge management plays a role in developing human resource competencies.
Dong et al. (2017)	Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership	Dual-Focused Transformational Leadership (TFL), Individual Skill Development, Team Knowledge Sharing	The individual-focused transformational leadership has impacted positively individual creativity through skill development, while team-focused TFL influenced team creativity partially via its effect on team knowledge sharing.

Chen et al. (2020)	Knowledge Management and Employee Engagement of Beijing Dayungang Science and Technology Development	Knowledge Management, Employee's Engagement	Knowledge Management, Employee's Engagement	Knowledge Management and Employee Engagement	Knowledge Management and Employee Engagement
Hammouri and Altaher (2020)	The impact of knowledge sharing on employee satisfaction: Review	Knowledge Sharing Techniques	Knowledge Sharing Techniques	Knowledge Sharing Techniques	Effective knowledge management practices can reduce employee turnover. Knowledge-sharing systems can contribute to job satisfaction and improve employee retention in organizations
Tamsah et al. (2020)	Training, Knowledge Sharing, and Quality of Work-Life on Civil Servants Performance in Indonesia	Training, Knowledge Sharing, Quality of Work-Life, CS Performance	Training, Knowledge Sharing, Quality of Work-Life, CS Performance	Training, Knowledge Sharing, Quality of Work-Life, CS Performance	Leadership and additional training increase knowledge sharing significantly, yet they do not directly enhance work-life Knowledge sharing has an indirect impact on CS performance
Kim C. Y. (2021)	Psychological Well-Being, Knowledge Management Behavior, and Performance: The Moderating Role of Leader-Member Exchange	psychological Well-Being, Knowledge Management Behavior, Performance, Leader-Member Exchange	psychological Well-Being, Knowledge Management Behavior, Performance, Leader-Member Exchange	psychological Well-Being, Knowledge Management Behavior, Performance, Leader-Member Exchange	there are significant positive associations between employee motivation (intrinsic and extrinsic motivation) and the level of KM implementation
Purwan to (2021)	The Role of Job Satisfaction in the Relationship between Transformational Leadership, Knowledge Management, Work	Transformational leadership, Knowledge management, Work environment, Job satisfaction, Employee performance	Transformational leadership, Knowledge management, Work environment, Job satisfaction, Employee performance	Transformational leadership, Knowledge management, Work environment, Job satisfaction, Employee performance	Transformational leadership and KM do not significantly employee performance, either directly or indirectly through job satisfaction mediation
Kim et al. (2021)	Innovative behavior motivations among frontline employees: The mediating role of knowledge management	Innovative Behavior Motivations, Knowledge Management, Motivation Factors, Service Improvement, and Human Resources Management	Innovative Behavior Motivations, Knowledge Management, Motivation Factors, Service Improvement, and Human Resources Management	Innovative Behavior Motivations, Knowledge Management, Motivation Factors, Service Improvement, and Human Resources Management	labor-intensive industries face challenges when designing innovative, customer-oriented service strategies at the employee level. This is because service is mainly produced and delivered to customers by human resources rather than technology or machines

Onofre and Teixeira (2021)	Implementation of a Knowledge Management Strategy: Reflections and Critical Success	People processes, Technology, Organizational Culture, Top Management Support, Leadership, KM Strategy, and Performance	The triad of people, processes, and technology impacts the implementation of KM. The focus is on organizational and people-related factors such as culture, leadership, top management support, and strategy
Ibrahim et al. (2021)	The Role of knowledge management in enhancing Work-life Quality: An empirical study on the Kuwaiti	Knowledge Management, Quality of Work Life, Gender, Qualification, Years of Experience	Representatives in Kuwait's Ministry of Oil demonstrated gender, qualification, and years of experience differences in their attitudes toward knowledge management and quality of work life In Kuwait's Ministry of Oil, there is a statistically significant relationship between knowledge management and work-life quality
Bouissa and Akti (2021)	The Role of Knowledge Management in Improving Job Satisfaction: A Case Study of Sonelgaz	Knowledge Generation, Knowledge Sharing, Knowledge Storage, Knowledge Application, Job Characteristics, Professional Relationships, Social Level	Knowledge generation and storage directly impact job satisfaction while sharing and applying knowledge do not improve job satisfaction.
Belouadah et al. (2023)	The Effect of Knowledge Management and Quality of Work Life on Employee	Knowledge Management, Quality of Work Life, Employee Commitment	Employee commitment can be significantly influenced by KM. The quality of work life has an impact on employee commitment. Employee commitment is significantly influenced by both knowledge management and the QWL
Fadaie et al. (2023)	Impact of knowledge management on job satisfaction and organizational performance among	Knowledge Management (KM) Processes (creation, retention, application)	Positive relationships between KM processes (creation, retention, and application) and job satisfaction (JS). All KM processes positively predict organizational performance

Methodology:

This research is qualitative and theoretical. It is based on secondary data gathered through library research, which involves analyzing relevant materials such as books, articles, conferences, reports, and internet sources to retrieve reliable data for the research. We gather information by searching various sources and databases including JSTOR, Springer, ResearchGate, Elsevier, PubMed, and SSRN, to find documents related

to knowledge management and the quality of work life. We then pick and arrange these documents based on how relevant and important they are to our research questions and the things we're studying.

Discussion:

This review aimed to examine the impact of KM on the quality of work-life (QWL) factors. Based on the literature review, we found that KM has a great impact on QWL but it depends on the implementation of KM within the organization, to have a good implementation we suggest organizations define a knowledge management strategy that includes the scope, objectives, and implementations (World Intellectual Property Organization, 2015), Following that, corporations need to decide which technologies and tools are best for their knowledge management system. Choosing the appropriate hardware, software, and infrastructure is part of this (Duffy, 2001; Maier, & Hadrich, 2011). However, to cultivate a culture that fosters the sharing of knowledge, Corporations should create a culture of knowledge sharing by encouraging employees to share their knowledge and expertise. This can be done by providing incentives for employees to contribute to the knowledge base, as well as creating a collaborative environment that encourages knowledge sharing (Ouakouak et al., 2021). Hence, to ensure the effective management of knowledge, corporations should create a knowledge repository to store and organize information. This repository should be easy to access and should include a searchable database of knowledge (Geifman, & Rubin, 2011). Lastly, the continuous monitoring and measurement of the knowledge management system's performance and success can be achieved by monitoring how the system is used estimating the value of the knowledge that is shared, and evaluating the effectiveness of the system (Mouritsen et al., 2002).

Nevertheless, the analysis also yields valuable insights into strategies that can enhance the influence of knowledge management (KM) on the quality of work life (QWL) within organizations. To achieve this, organizations should consider the following implementations:

Encourage knowledge-sharing: create an environment that encourages employees to share their knowledge and experience with their colleagues. This can be done through formal and informal training sessions, mentorship programs, and knowledge-sharing platforms (Razmerita et al., 2016; Shoemaker, 2014).

Encourage Learning and Development: offering employees, the opportunity to learn and develop their skills through continuing education, workshops, or seminars. This will help employees stay up to date on the latest trends and technologies in their field and increase their job satisfaction as the study of Dubois et al. (2019) emphasizes.

Foster Collaboration: encourage collaboration between teams and departments to ensure that everyone is working together to reach a common goal. This will help employees feel like they are part of something bigger and motivate them to work together as the study of Gronau and Uslar (2004) emphasizes.

Use technology wisely: successful KM implementation often involves the use of technology. Leveraging KM tools can improve work efficiency and make knowledge more accessible according to the study of Onofre and Teixeira (2021).

Recognize and Reward Knowledge Sharing: recognizing and rewarding knowledge-sharing can enhance employee engagement and motivate employees to participate (Dong et al., 2017).

Leadership Support: leadership support plays a crucial role in implementing KM effectively and fostering a culture of knowledge sharing within organizations. Strong leadership commitment and support of KM initiatives are essential for creating an environment where employees feel encouraged and to share their knowledge (Donate, & Pablo, 2015).

Applying those strategies will improve the work environment and result in enhanced job satisfaction, employee engagement, skill development, and growth. Additionally, it will lead to stress reduction, improved work efficiency, and better workplace relationships. The reviewed literature suggests that KM and QWL have been underrepresented topics. While the global literature provides insights and best practices, there is a gap in understanding how these concepts can be effectively implemented to

improve QWL within organizations, this study serves to bridge that gap by contributing empirical data and insights.

Conclusion:

we conclude that Knowledge management impacts the well-being and hence the quality of work life of employees and utilizing knowledge management to enhance the quality of work life can be done through successful strategies and investment in training and development programs, as well as the use of technology for collecting and disseminating knowledge which impacts the work environment positively and motivates employees. Additionally, KM impacts the QWL factors such as job satisfaction, employee engagement, skill development, and growth. To ensure that organizations experience these positive effects on the quality of work life, it is essential to prioritize the implementation strategy of knowledge management.

we found that KM influences QWL and our findings align with Ibrahim et al. (2021) study, which emphasizes the role of KM in improving QWL.

Limitations and future research:

As with any research, our study has limitations that need to be discussed. A significant limitation of our study is the lack of previous research on the topic, despite our efforts to conduct a thorough analysis, the limited existing literature makes it challenging to establish a robust basis for comparison. However, this gap in the research emphasizes the originality of our study. Furthermore, due to the limited scope of our search, we only included articles published in English, Arabic, and French. As a result, we may have missed relevant studies published in other languages. This limitation could have affected the generalizability of our findings. As for future research, we highlight the need for more research and attention to the topic of KM and QWL and the dynamic relationship between them.

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