

Impact of Knowledge Management Practices on Job Satisfaction: A Case Study of Toyota Kenya Limited

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Abstract

It is crucial for organizations to fully understand Knowledge Management in order to serve their markets better. Particularly this research tried to establish the impact of Knowledge Management Practices on Job Satisfaction (A case study of Toyota Kenya Limited). It was guided by specific objectives that sought out to: examine whether KM policies and strategies impact on job satisfaction; find out whether knowledge capturing; transfer and sharing leads to job satisfaction and to establish the value of training and mentorship programs on job satisfaction. The target population in this study was thirty (30). The response rate was **85%**. The study established that **76.5%** of the respondents agreed they are satisfied with the Knowledge Management Policies and Strategies, **41.2%** strongly agreed that the organization facilitated knowledge capture, storage and retrieval and **64.7%** strongly agreed they had experienced that trainings and mentoring programs improved their job performance. The study found out that mentorship and training programs are excellent motivators and therefore organizations should focus on. The researcher recommended that organizations should start taking advantage of corporate Knowledge Management practices by implementing knowledge creation methodologies and knowledge application strategies. The researcher recommends further studies on roles of knowledge management practices on organizational development.

Keywords: Knowledge, Knowledge Management, Knowledge Management Practices, Job satisfaction and Toyota Kenya Limited.

1.0 Introduction

The evolution of knowledge through the ages makes reading fascinating and thus, gives us ideas as to what should we prioritize and the learning of each age continues to the present times. Therefore in the era of knowledge we are living today, where leveraging what you know is the ultimate key to your own prosperity. The dawn of a new knowledge world brings with it challenges of its own, principal among itself knowledge. There is an immediate need to understand it by seeking within the available knowledge in the world; in the institutions and in the companies. Awad and Ghaziri (2007) simplified Knowledge by defining it as “an understanding gained through experience or study”. Davenport & Prusak (2000) elaborated further that Knowledge Management involves managing a corporation's knowledge through a systematic and organized specific process of acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance and creation of value.

Job satisfaction is pleasantness or unpleasantness of employees while working (Davis, 1988). It is a reflection of how people feel about their jobs in different aspects and can be considered to be an indicator of emotional well being (Spector, 1997). In its broadest sense, it is considered worker's attitudes toward his job (Pool, 1997). Job satisfaction is classified into affective (level of pleasurable emotional feelings individuals have about their jobs portrayed by the degree of happiness an individual experiences) and cognitive which is defined as being a more objective and logical evaluation of various facets of a job. Gibson et. al., (1997) believed that job satisfaction affects the performance. This interaction depends on the factors of job satisfaction which are indicators that the expectations and needs of the workers should be well-understood and effectively met. Marque's and Simon (2006) emphasized that from a practical perspective, Knowledge Management can be viewed as an organizational innovation involving changes in both strategy and management practices of a firm. The resurgence of the Kenyan economy, led by globalization and liberalization policies has caused great dynamism in the knowledge base. Knowledge management practices have revolutionized the way companies carry on business. Kianto (2011) established that there is a connection between knowledge management activities and continuous innovation. The explosion of Knowledge, its rapid development and increasing globalization lead to diffusion of information thus their interactive effects on competition call for a paradigm shift in development strategies.

Knowledge management practices have a very strategic importance in developing inimitable capacities for organizations and in providing them with sustainable competitive edge. KM basically involves creation, dissemination, renewal, and application of knowledge towards organizational sustenance and survival. KM practices have been grouped into four categories (OECD, 2003) as communication; training and mentoring; policies and strategies; knowledge capturing and acquisition.

The relationship degree between knowledge management practices and job satisfaction play an important role in shaping the future of organization's human resource hence requires attention from both academicians and practitioners. CIPD (2001) constantly reminded all and sundry that employees are the most valuable asset in any organization.

1.2. Statement of the problem

Like any financial asset, knowledge too has also become a sort of asset, that can be bought and sold and to which some premium could be attached. Kemboi (2012) pointed out that for organizations to sustain their capability to compete in the market; they should not only embrace, but also recognize knowledge as a firm's core asset that is central to organizational performance.

Knowledge Management practices are gaining popularity in organizational and entrepreneurial worlds (Hislop, 2003). Knowledge Management considers knowledge as a significant organizational asset that is vital for competitiveness and success of a business.

In Kenya, few studies have dealt with Knowledge Management (Maingi, 2007; Mosoti and Mesheka, 2010; Ogare and Othieno 2010; Kemboi 2012). Yet, despite this, no specific research in Kenya has attempted to identify the impact Knowledge Management practices can have on Job Satisfaction. This particular research thus, tried to find out the Knowledge Management Practices and the impact they has on Job Satisfaction. The research further narrowly examines whether KM policies and strategies impact on job satisfaction, whether knowledge capturing; transfer and sharing lead to job satisfaction and of what value training and mentoring programs do have on job satisfaction.

2.0 Literature Review

2.1 Knowledge

Knowledge is the most critical asset of any organization, and by investing in and expanding the knowledge base of the firm, it will earn a return on its investment. It refers to an understanding based on experiences and beliefs (Allee, 1997). Gene (2001), the idea is that information, knowledge and wisdom are more than a simple collection of intelligence or the other. Furthermore Xu (2011) pointed out that measuring the value of knowledge objects is difficult because knowledge is related to individuals, it affects multiple objectives and therefore it is hard to decompose, the effects of knowledge use can be hard to directly measure, knowledge may be more effective in the future.

2.2 Knowledge Management

According to O'Dell and Hubert (2011), Knowledge management involves creating and managing processes to obtain the right knowledge and ensure the right people get it at the right time and thus, helping people share and act on information in order to improve organizational performance. Simply it is a process by which an organization generates wealth from its intellectual or knowledge based assets. Lin (2011) stated that companies today are seeking more and more to improve their business performance through promoting knowledge management mechanisms.

2.3 Relationship between Knowledge Management and Job Satisfaction

The degree of the relationship between knowledge management and job satisfaction has not been clearly discussed previously. Knowledge management applications vary depending on some factors such as the size of the organization, its capital structure and the market in which it operates. However, most organizations integrate knowledge management into organization without paying attention to management function and job satisfaction level of the personnel. In this respect, this study aims establish the impact of knowledge management practices on job satisfaction. Intensive discussions over the past several years have been there about the importance of knowledge management within our society. The management of knowledge is promoted as a beneficial and necessary factor for organizational survival and maintenance of competitive strength. To maintain being at the forefront organizations need a good capacity to retain, develop, organize, and utilize the capabilities of their employees'. Knowledge and the management of knowledge appear to be regarded as increasingly important features for organizational survival.

Okpara (2006) emphasizes that job satisfaction is closely related to the characteristics of the workers. Rad and Yarmohammadian (2006) claim that leadership affects job satisfaction, therefore, it plays a key role in job satisfaction. In this respect, in the organizations where the labor turnover is very high (Silva, 2006), it seems

necessary to study the relationships among knowledge management and job satisfaction that are highly influential on directing strategic maneuvers, and furthermore, the relationship between knowledge management based on job satisfaction should be discussed.

Knowledge management plays an important role in converting learning ability and basic competencies into competitive advantage (Adams and Lamont, 2003). Cuganesan (2005) sees the knowledge as an element that triggers generation of organizational values. Moreover, while Liebowitz (2004) broadly viewed knowledge management as some form of “strategic medicine” in the development of the human resources of the organization, Marques & Simon (2006) consider knowledge management an organizational novelty bringing about important differences in strategic entry and traditional management applications. Significant positive changes will include increased knowledge transfer and sharing both horizontally and vertically between employees, higher efficiency and productivity levels, better customer’s relations, improved organizational memory, and greater ability to capture knowledge from third parties thus enabling employee satisfaction.

2.4 Knowledge Management (KM) Policies and Strategies

KM Policies and strategies for acquiring and sharing knowledge should be written as they will help in job satisfaction. KM policies and strategies should help employees adapt to a culture of learning new skills and must be willing to bring changes in their attitudes and behaviors as new knowledge can bring changes in any part of the organization i.e. products, processes, procedures, technology etc. Employers will have to create values system or cultures intended to promote knowledge-sharing; policies or programs should be geared to improve worker job satisfaction levels. The Prevailing world is full of complexities (Levin, 2003), and is non-linear in nature. Such sort of complexities, uncertainties’ and multi-stability domains (Gunderson, 2000) apply limits to predictability yet still not make system features or the dynamics associated with it unmanageable. Policies and strategies can make people more motivated, willing, and able to actively and effectively participate in different knowledge management activities. In knowledge management policies and strategies, job satisfaction will be reflected by the employees’ flexibility in their thinking and personality to create and share new knowledge and ideas.

2.4.1 Knowledge Capturing; Transfer and Sharing

Proper use of knowledge capture transfer and sharing plays a fundamental starting point in most strategies to attract and simultaneously make employees satisfied. Knowledge capturing; transfer and sharing can be a particularly strong satisfying tool when it is used to send a very strong signal to employees that they are important to the company, and that the company is willing to make real investments in keeping them there as assets. In any event, job satisfaction reflects how contented employees are with their jobs; but it is just as much about keeping and managing the skills that a company needs to meet its goals. Through learning and adoption, information can be changed into knowledge (Suurla, Markkula and Mustajarvi, 2002).The provision of knowledge capturing; transfer and sharing is a way of disseminating information. Knowledge transfer practices seek to retain skills, through both formal and informal exercises in information sharing and the building of collective knowledge ultimately leading to employee job satisfaction.

2.4.2 Value of Training and Mentorship Programs

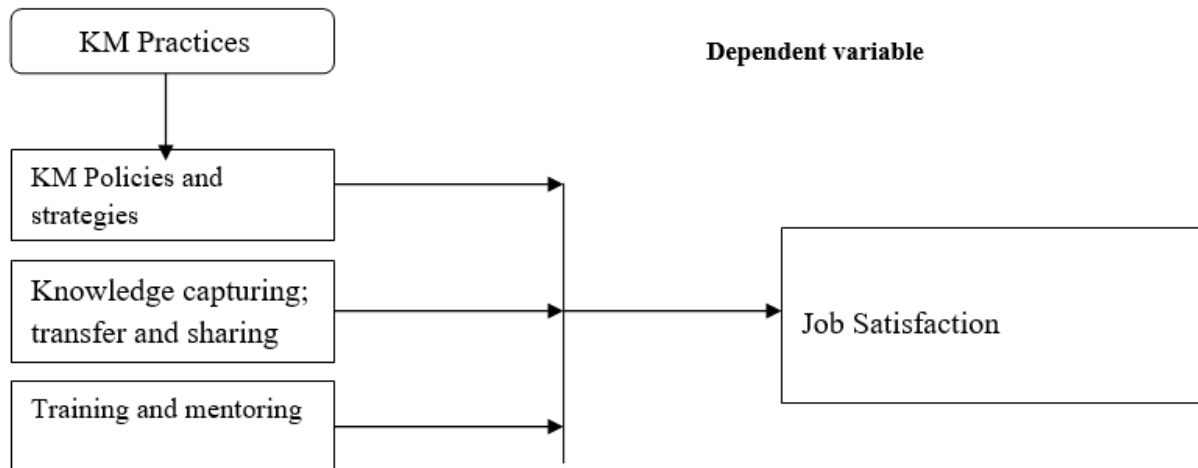
Well-developed training and mentorship programs are as enthusiastically embraced as key factors to increase employee competences; such programs are becoming ever more essential to the ongoing survival of most modern companies. Strategically, mentoring is becoming ever more effective as a means to facilitate knowledge creation and sharing and build intellectual capital. Few people these days would argue against the value training and mentoring programs have as a major influence on the success of any organization. Employees are expensive resources but very crucial as assets. The value of training as a central role of management that enhances job satisfaction was recognized long ago. The greatest contribution a manager is uniquely expected to do is being a mentor to others and explains the organizations vision. A business that provides training and mentorship will be more competitive and productive and will win the loyalty of its workforce. Mentoring and cross-training, are types of knowledge transfer that overlap with training. Training and mentorships constitutes a visible investment that the company makes in the worker, providing him or her with new skills thus increasing his/her levels of job satisfaction. Training often leads to work that is more intrinsically satisfying. Combined with effective communication about how an employee’s efforts at developing skills will lead him or her to more challenging and meaningful positions within the company, training encourages workers to make longer term commitments to their workplace: it permits them to see a future with the company. Investing in training can be interpreted as a strong signal that the employer values the employee and wishes to keep that individual with the firm. The training incentive is further reinforced if it falls within well-defined and adequately communicated plans for professional development within the company.

2.5 Conceptual Framework

Mugenda (1999), a conceptual framework is a schematic representation of the relationship of variables of the

study. KM practices have been grouped into four categories according to OECD (2003) as policies and strategies; knowledge capturing; transfer and acquisition, training and mentoring. In this research the practices are representing independent variables while Job satisfaction is the dependent variable.

Independent Variables



3.0 Design/Methodology/Approach used

This study used descriptive design. The design determines and reports the way things are (Mugenda, 2003). This design was chosen because it helps to gain more information about the dependent (Job Satisfaction) and independent (Knowledge Management practices) variables of this study. The data provided through this design sought to establish the impact Knowledge Management practices have on job satisfaction. In view of the importance of knowledge, the execution of KM practices therefore lies at the heart of creating a successful knowledge-based enterprise with employees that experience job satisfaction. The target population in this study was the thirty (30) employees from Toyota Kenya Limited. The reason is because they all are engaged in initiatives regarding Knowledge Management practices in their organizations. The particular research focused on Toyota Kenya Limited. The Company of the Year Awards (Coya) survey done by the Kenya Institute of Management (KIM) crowned Toyota Kenya Ltd the company of the year (2012) it also bagged awards as the best company in human resource focus, best in automated performance management systems, best company in customer orientation and marketing and best in information, innovation and knowledge management. Convenience sampling was put to use where a sample size of selected twenty (20) employees out of the targeted population of thirty (30) was used. This method is appropriate as the sample population was readily available and convenient. Self administered questionnaires comprising four sections were used to collect data for the study. Section A collected data on Background information, Section B comprised of part I, II and III. Part I explored employees attitudes and perceptions regarding value of Knowledge Management Policies and Strategies on job satisfaction, Part II on whether Knowledge Capturing; Transfer and sharing leads to job satisfaction and part III regarding the value training and mentoring programs have on job satisfaction. In this study a multiple of questions used 1- 5 Likert- type scale, with SD denoting “strongly disagree” and D denoting “disagree” and N denoting Neutral, A denoting “Agree”, SA “strongly agree” were used to measure respondents’ agreement with the concepts under research. The respondents were reached at their place of work. Twenty questionnaires were given and the questionnaires were marked in order to make it easy to know which questionnaires have been received. The researcher received seventeen (17) questionnaires from Toyota Kenya limited. Data analysis was done using Microsoft Excel. The researcher calculated and used frequencies and percentages from all the questions from the seventeen (17) received questionnaires to create tables and used excel sheets to analyze the data. Tables, pie charts and bar charts were used in data presentation.

4.0 Data Analysis

Out of the twenty (20) respondents, seventeen (17) questionnaires were returned. The responses rate therefore was 85%. The researcher considered this response rate to be adequate representation to be used for data analysis.

4.1 Sample profile

70.5% of the respondents were aged between 25-35 years, 17.6% below 25, 11.8% in the bracket of 35-45 years and none is above 45. This explains that the majority of the respondents are aged between 25-35 years. In summary, Toyota Kenya Ltd has relatively youthful employees’. It is very important to have qualified, young,

dynamic workers in organization to promote a learning culture. (Rebello and Gomes, 2011). 35.3% of the respondents had worked with Toyota Kenya Ltd for a period of 1-5 years, 35.3% for less than a year, 29.4% for 6-10 years and none had worked for over 10 years. It meant that most of the respondents expected to receive training and mentorship from experienced company employees who have worked for 6-10 years and over. 58.8% of the respondents are women whereas the remaining 41.2% are male. Thus, explaining that women responded more positively to the study.

4.2 Impact of Knowledge Management Policies and Strategies

The research tried to establish the understanding of the Knowledge Management policies and strategies. **76.5%** of the respondents agreed they are satisfied with the Knowledge Management policies and strategies that were available in the organization. The above clearly portrayed Knowledge Management policies and strategies exist and are of importance to employees as they are satisfied with it. Human beings have the capacity to elicit and enrich existing knowledge while simultaneously receiving and interpreting different forms of data and information through various knowledge embodiment receptacles (Hafeez and Abdelmeguid, 2003). **52.9%** agreed Knowledge Management policies and strategies have a positive impact on job satisfaction levels. This translates that the policies and strategies present assists in improving job satisfaction levels. According to Singh and Sharma (2011) knowledge management has positive relation with organizational learning and culture and as a result, with employee's satisfaction. **52.9%** agreed Knowledge Management policies and strategies in place enable creation of knowledge. Nonaka and Von Krogh (2009) stated that organizational knowledge creation is the process of making available and amplifying knowledge created by individuals as well as crystallizing and connecting it to an organizations knowledge system. Creation of knowledge encompasses the aspects of indentifying and gathering useful information, leveraging and encompassing, sharing it with others through the whole organization, storing the knowledge in a repository and enabling employees to retrieve organizational knowledge (Ling, et al, 2009). **52.9%** agreed employees are able to extensively reuse knowledge from Knowledge Management policies and strategies after making a few changes where needed. F. Gault (2001) Knowledge Management is the purposeful sharing, using and reusing of knowledge in an organization to enable further knowledge creation and the introduction of new or significantly improved products or processes. **52.9%** agreed Knowledge found in Knowledge Management policies and strategies can be directly applied to current situations with little or no need to seek out or create new knowledge. This means employees strictly have to understand the Knowledge Management policies and strategies follow to the letter. **47.1%** agreed employees accept responsibility for failure due to not using Knowledge Management policies and strategies as expected. Employees acknowledge that they can fail if they do not use and abide by the Knowledge Management policies and strategies put in place by the organization. **52.9%** agreed employees are encouraged to contribute to Knowledge Management policies and strategies of knowledge resources reuse. This means the organization is aware of the benefit Knowledge Management policies and strategies bring to the creation and reuse of knowledge. **64.7%** agreed that reward systems for creating reusable knowledge resources should be there. One of the most important issues when working on a Knowledge Management strategy is to create the right incentives for people to share and apply knowledge (The Banker, 1997). The personal reward systems must support the culture of sharing knowledge (Keeler, 2000; Mayo, 1998). People are motivated by more than just monetary things like recognition, security, and fair treatment matter a great deal. Nevertheless, if people are responsible for enhanced levels of performance and profitability, they will want to share in the benefits (Pfeffer et al. (1995). **35.3%** were neutral reward systems for reusing existing knowledge resources should be there. Employees are neutral about reusing existing knowledge; it means they want fresh knowledge and ideas.

4.3 Knowledge Capturing; Transfer and Sharing

On knowledge capturing; transfer and sharing **41.2%** of the respondents strongly agreed that the organization facilitates knowledge capture, storage and retrieval. An individual can acquire tacit knowledge directly from others through observation, imitation, and practice; being the key to acquire this type of knowledge some form of shared experience (Sanchez and Palacios, 2007). Arling and Chun (2011) suggest that new knowledge creation is best supported through mature Knowledge Management systems that include all four modes of creation: socialization, externalization, combination and internalization. Nonaka et al. (2000) there are four modes of knowledge conversion: Socialization (from tacit knowledge to tacit knowledge), externalization (from tacit knowledge to explicit knowledge), combination (from explicit knowledge to explicit knowledge), and internalization (from explicit knowledge to tacit knowledge). **47.1%** strongly agreed the overall environment of their departments facilitates knowledge transfer. People's willingness and ability is required to create and share knowledge with others (Kamara, Anumba, and Carrillo, 2005). **52.9%** strongly agreed that their department head facilitates knowledge sharing among employees. Xue et al. (2011) argued that team environment and empowering leadership highly affect the individual's knowledge sharing behaviour and attitude. **41.2%** agreed Knowledge management speeds up their decision making process. Knowledge is made of information which

comprises of processed facts and figures .Different types of information systems are usually used to speed up decision making processes.**58.8%** agreed Knowledge acquired when they put to use enables them to accomplish tasks more quickly. This is because knowledge acquired consists of new ideas, strategies and innovations that can have invaluable contribution in the accomplishment of tasks.**52.9%** agreed they find Knowledge management practices useful in their overall job. Knowledge Management practices are practical in enhancing expertise as continuous learning is instrumental in improving skills related to the overall job.**41.2%** agreed they freely collaborate with colleagues across organizational departments within the organization and support a culture of knowledge sharing. Knowledge management deals equally with the acquisition, handling, and use of explicit knowledge as well as the management of tacit knowledge in terms of improving people's capacity to communicate and collaborate with one another (Al-Hawamdeh, 2002).Knowledge resides indeed in the interactions and collaboration between colleagues. To expand its "collective knowledge", an organization should make every effort in developing meaningful interactions between the communities of practice (Bhatt, 2001).**35.3%** agreed; **35.3%** were neutral that as the tasks of their departments change frequently, they always have to seek new knowledge that is not directly available in the databases.**58.8%** agree they are able to store information they receive more efficiently and effectively. Employees who are able to efficiently store information can also effectively retrieve and utilize the same information.**35.3%** disagree they encounter many challenges when sharing information with employees from other departments. It means knowledge sharing takes place and most employees find it easy to share information with others.**47.1%** agreed they share knowledge with other individuals from other departments in a formal way. Knowledge sharing occurs anytime employees interact and therefore it is not very easy to formalize or share knowledge in a formal way.

4.4 The Value of Training and Mentoring Programs on Job Satisfaction

64.7% of the respondents strongly agreed they have experienced that trainings and mentoring programs improve their job performance. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (April, 2010). **52.9%** agreed the specific knowledge that they need resides with the mentors and trainers they are assigned to or they choose. Knowledge and experience in an organization initially belong not to the organization itself, but to the individuals it employs (Grant, 1996).The mentors and trainers are expected to have a vision of the vast knowledge they poses. Vision demonstrates a difference between existing and desired state, on the basis of previous knowledge, wisdom, and experiences and cognitive abilities organizational leaders only try to shape a fascinating future of the organization in relation to present state (Shahzad, 2012).**47.1%** agreed training assists in getting sufficient knowledge to enable them perform tasks and responsibilities assigned to them. Training enables acquisition of knowledge, skills, and competencies related to the jobs delegated. **58.8%** agreed mentors help them acquire most, the skills/expertise that is needed to accomplish tasks. It explains that mentorship programs are their (either formally or informally).Hence, the best way to obtain valuable knowledge (from mentors) is to identify intellectual assets and then to ensure that legacy materials are produced and stored for future reuse. This tangible by-products need to flow from individual to individual, between members of a community of practice, and back to the organization itself, in the form of lessons learned, best practice, and corporate memory (Dalkir, 2005).**35.3%** were neutral they cannot directly apply knowledge stored in the databases without extensive trainings because of the fast-paced, dynamic environment in which departments operate. **64.7%** agreed they always find the precise knowledge they need after trainings. Employees are in agreement that training has value as they acquire precise knowledge they needed. **58.8%** agreed they make use of documented procedures to do work after training. Organizations should maintain documentation of experiences and made it reachable for others so that the maximum people will know about experiences and take benefits that will help them to take decisions about different problems in the organization. (Chawla and Joshi, 2010). **58.8%** agreed colleagues from other departments ask them for their help regarding their knowledge needs. Knowledge sharing requires high level of openness and trust among employees as Wong (2005) points out that without a high degree of mutual trust, people will be skeptical and thus withhold their knowledge.

5.0 Discussion of findings

5.1 Summary of findings and Conclusions

The evidence from the collected data suggests that the impact of Knowledge management practices on job satisfaction is very positive. In the previous researches Knowledge Management has positive relation with organizational learning and culture and as a result, with employee's satisfaction (Singh and Sharma (2011).The investigation results show that Toyota Kenya Ltd has implemented KM policies and strategies systems that specifically support Job Satisfaction. There is free flow of information about the systems available for this purpose, and resources to acquire the ones that are recognized. Group/collaboration, search engines, document management, and portals are among some of the most used Knowledge Management systems in Toyota Kenya

Ltd. Ahmad and Schroeder (2011) stated that strategies related to technology that are on learning based provides employee's friendly environment in which employees easily gave ideas and suggestions related to some problems and issues in the organization. The findings about the impact of Knowledge Management practices on job satisfaction suggest that the organization primarily uses them to: increase knowledge sharing throughout, to achieve higher efficiency and productivity levels, to improve organizational memory, to have greater ability to capture knowledge from third parties and to improve the job satisfaction levels of its employees. Moreover, Toyota Kenya Ltd manifested their interest in implementing, or increasing the use of, Knowledge Management practices to improve job satisfaction thus, avoids losing knowledge when key employees (human assets) leave the organization, to more easily capture employees' undocumented knowledge, and to overcome the challenge of incorporating external knowledge. In the research most respondents agreed that mentoring is of positive value. Luna and Cullen, 1995; Bierema, (1996) found out that mentoring was very useful, especially for those newly employed members, in understanding and learning about the organizational culture while mentorship programs, both formally and informally, have been associated with positive organizational experiences and career success (Van Slyke, 1998).

5.2 Research Limitations

The researcher experienced limitations as: The sample size was relatively low, lack of diverse literature available on Knowledge Management Practices and the Impact of Knowledge Management Practices on Job Satisfaction world over.

5.3 Outlook and Perspectives

The results from the survey indicated that for organizations to achieve their set goals and meet their expectations, they are required to put more emphasis on the impacts Knowledge Management practices can have on Job satisfaction. The researcher recommends that organizations should start taking advantage of corporate Knowledge Management practices by implementing knowledge creation methodologies and knowledge application strategies.

Mentorship and training programs have been found to be excellent motivators and therefore organizations should focus on. It is crucial for organizations to fully understand, adapt, manage changes and compete on the basis of knowledge capture and utilization in order to serve better their markets. Therefore it's recommended that additional data be collected to increase the validity of the results, especially other organizations that make use of knowledge management practices. A larger sample will be also helpful to perform an analysis discriminated by industry (Motor vehicle).

5.4 Case Study (Toyota Kenya Limited)

The following section of this paper provides a review of interesting general findings of this study that suggests high-adoption levels of Knowledge Management practices in Toyota Kenya Ltd that have a positive impact on job satisfaction. In Toyota Kenya members of the management team are all involved in Knowledge Management groups. Some of the Knowledge Management practices that they are using include knowledge sharing and lessons learned to promote team work and to add value to the organization. The firm understands the value of capturing and sharing its people's knowledge, and has developed an e-learning and knowledge transfer strategy that includes documents management, Intranet, online guidelines and training sessions.

5.5 Suggestions for Further Research

The researcher recommends further studies on the other various Knowledge Management Practices and their impacts on Job Satisfaction. Another area of further research is on the roles of knowledge management practices on organizational development.

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Appendix

Figure 5: Impact of Knowledge Management Policies and Strategies

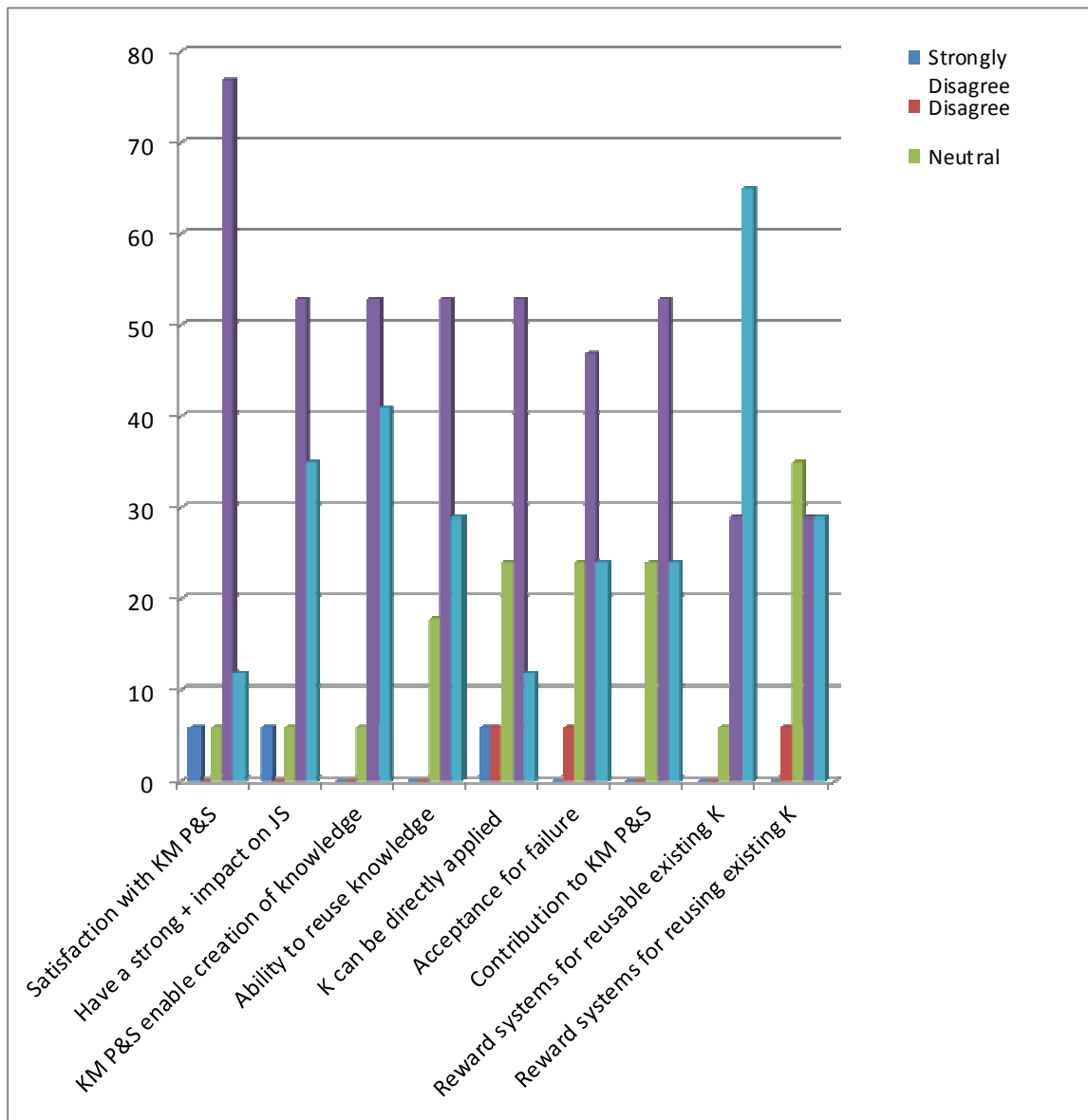


Figure 6: Whether Knowledge Capturing; Transfer and Sharing

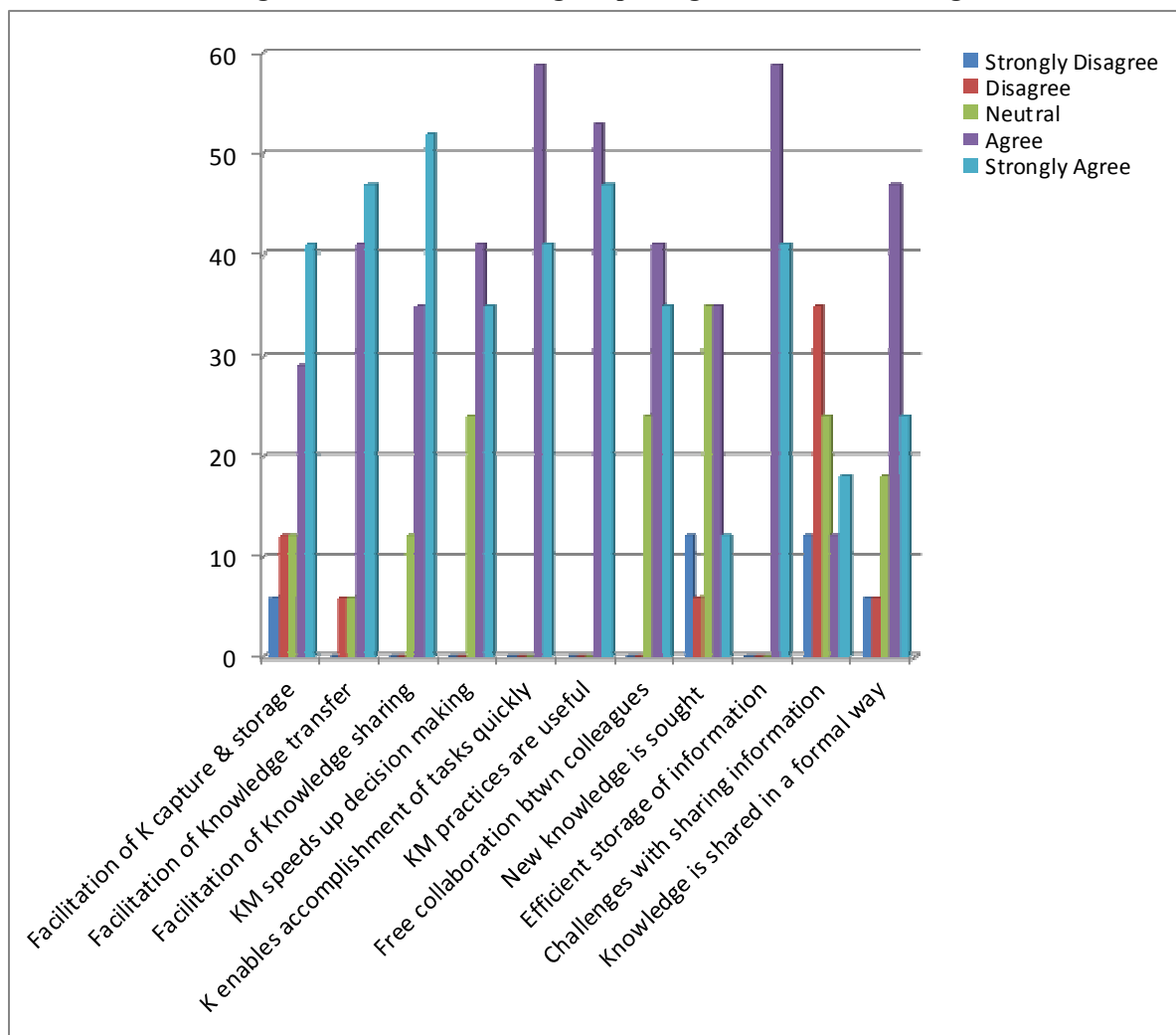


Figure 7: The Value of Training and Mentoring Programs on Job Satisfaction

