

**The Relationship between Job Satisfaction and Knowledge Management  
Strategies in Multicultural Organizations:  
A Case of King Saud University Hospital (KSUH) in Saudi Arabia**

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## **ABBREVIATIONS**

CS: Codification strategy

D: Diversity

DM: Diversity Management

JS: Job satisfaction

KSA: Kingdom of Saudi Arabia

KM: Knowledge management

KMS: Knowledge Management Strategies

PS: Personalization strategy

TS: Technology strategy

# **CHAPTER 1: Toward the Study of Relationship Between Job Satisfaction and Knowledge Management: A Case of King Saud University Hospital(KSUH)**

## **1.1 Introduction**

<sup>1</sup>Multiculturalism is a word that has dominated much of the literature on factors that influence organization performance in the 21<sup>st</sup> century. It is an important construct of globalisation and increased advances in technology and transportation, shortening the geographical divide across the globe and enabling the easy movement of people searching for employment in other regions of the world (Green et al. 2015) to become globally competitive, organizations seek to increase their global presence by establishing themselves in other countries or by merging with international organizations. For this reason, multiculturalism is increasing at a rapid rate in organizations. However, challenges associated with this multiculturalism such as increased diversity and differences in culture and languages within organizations can lead to significant barriers in communication (Rijamampianina.1995; Kochan et al. 2003; Amaram, 2007; Schumacher, 2010). This can lead to high employee turnover rates and the resulting knowledge loss can negatively affect organizational performance (Wright et al. 1995). This is an unfavourable outcome in the contemporary knowledge economy. In this study, we are interested in understanding the major drivers behind the high incidents of employee turnover in multicultural organizations. In these organizations, employee job satisfaction can be critical because it will directly affect Knowledge Management implementation. No matter how hard the hospital is trying to improve Knowledge Management (KM), it will not achieve the desired outcome without improving job satisfaction and multicultural communication, Multiculturalism.

Multiculturalism within organizations is unavoidable and might even be desirable but organizations must take steps to ensure that they can reduce the negative aspects associated

with a multicultural workforce. Kochan et al (2003) found that the multicultural workforce is much more complex to manage and having incentives in place that encourage participation and teamwork might buffer some of the conflicts and diverse views that can lead to poor performance. They found that rewarding individual performance as well as individual contribution in the group increased motivation and contributed positively to overall team performance and thus to organizational performance. This shows that effective knowledge management is integral to organizational success and improves other challenges such as job satisfaction; positively impacting the performance of the organization as whole. This research will focus on understanding the relationship between job satisfaction and KM.

Job satisfaction is influenced by a combination of factors that range from the work environment, context of the tasks, remuneration, interactions with other employees as well as their expectations of the organization (Mueller and McCloskey, 1990; Azanza et al, 2013). Since much knowledge exists within people, communication is an integral component in knowledge management and can influence how people perform in their job, which ultimately influences the performance of the organizations (Aziri, 2008). In general, employees that are satisfied with their work environments, tend to perform their work well (Bhuiyan & Islam, 1996), because job satisfaction directly influences employee's feelings about their work and their work environment (Aziri, 2008). Job satisfaction has a significant influence on employee job performance because it directly influences employees' positive and negative feelings regarding their work in an organization (Aziri, 2008). Job satisfaction is also directly related to how employees perceive their needs are met in an organization; whether the work and content of the work is correlated with the reward system (Tatsuke and Sekine, 2011). In a recent study investigating the satisfaction of civil servants in Japan, the level of interest and skill involved in tasks was an important influence of job satisfaction, in

addition to how their skills were being used within their respective organizations (Tatsuke and Sekine, 2011). This shows that job satisfaction can influence both the motivation of the worker with regards to completing their tasks as well as on overall behavior attitude towards their work. Aziri (2011) posits that the linkage between employee job satisfaction and motivation to do work has a significant impact on overall productivity of employees, which ultimately will have a negative impact on the organization.

If employees are dissatisfied with their work and workplace, they tend to develop negative feelings and behaviours which will lead to lack of interest and effort in their job, poor teamwork and collaboration which affects their performance and indirectly impacts the performance of the organization (Esty et al. 1995; Christe, Lyer & Soberman, 2006). In the end, these employees are actively seeking employment elsewhere and not developing the commitment required to contribute positively in their current workplace. Turnover rates tend to be higher due to employees' lack of satisfaction with their job. It is imperative for organizations to ensure that in multicultural organizations interpersonal relations are strengthened, and to ensure that employees are satisfied with their work by providing appropriate benefits and recognition, which will reduce turnover rates. Thus, considering this negative effect, it is important that management in multicultural organizations focus strongly on improving job satisfaction among employees to reap benefits associated with a multicultural workforce.

Organizations must develop mechanisms to improve employee behaviors and attitudes to improve their overall job performance by providing them with incentives and rewards that are aimed at improving communication and collaboration (Ong and Teh, 2012, Zhou et

al. 2009). Sometimes, such as when employees are not certain of the role they play<sup>1</sup> or have a poor understanding of what is required in their role, they may be unable to apply themselves properly. This can lead to increased stress and frustration towards work, and may lead to the development of negative feelings. These affect job satisfaction because the job requirements do not match their skill profile (Christe, Lyer and Soberman, 2006), and this then negatively affect their job performance and subsequently, the performance of the organization. Reward systems within the organization can serve to improve job satisfaction through the improved recognition of employees (Klein et al. 1997). Such positive affirmations have been shown to improve not only the performance and motivation of employees, but also substantially impact the level of commitment and loyalty to the organization. There is also an improved level of social engagement within the organization (Rue & Byaes, 2003; Zhou et al. 2009; Aziri, 2011). Rewards include support and motivation from management, flexibility of work environments, and recognition and praise of achievements (Eisenberger et al. 1996). Furthermore, opportunity for growth in the organization can be a great internal motivator for employees and may lead to greater commitment and loyalty to the organization, leading to increased retention (Wiersma, 1992). In addition, intrinsic rewards lead to greater innovation and creativity as employees enjoy their jobs and want to come up with different ways of doing the job (Kruglaski et al. 1971). So, in the long-term, the organization receives greater benefits through increased employee motivation on the job (Pollack, 2004), which is directly related to organizational performance (Ong & Teh, 2012).

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<sup>1</sup> Deeply discussed as one of Maslow's Hierarchy of needs (Maslow 1954)



## 1.2 Theoretical Background

<sup>1</sup>Multiculturalism is a word that has dominated much of the literature on factors that influence organization performance in the 21<sup>st</sup> century. It is an important construct of globalisation and increased advances in technology and transportation, shortening the geographical divide across the globe and enabling the easy movement of people searching for employment in other regions of the world (Green et al. 2015) to become globally competitive, organizations seek to increase their global presence by establishing themselves in other countries or by merging with international organizations. For this reason, multiculturalism is increasing at a rapid rate in organizations. <sup>2</sup>In multicultural organizations, managers are increasingly forced to use different strategies to manage knowledge under the constraints of a diverse and globalising workplace (House and Javidan, 2004; Hostede, 2010; Wu & Hu, 2012). The managers should also be able to transfer the knowledge to other parties in the organization to build their capacity. According to Herkema (2003), acquisition and transfer of knowledge is not sufficient if managers cannot integrate the knowledge into their organization and apply it to manage operations. Therefore, it is essential for managers to accompany knowledge acquisition with integration and application to complete the process of KM.

Over time, KM has been used to improve various aspects of the organization, particularly organizational performance. One area that managers have prominently targeted is improving employee performance. Gao, Li, and Nakamori (2003) in their article “Critical Systems Thinking to Manage Knowledge” stated that KM, if properly utilized, could

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<sup>2</sup> Multicultural workforces are on the rise and McKinsey and company in their report show that multicultural firms outperform standard forms by 35% (<http://newyork-travel-guide.com/tracking/3.php?q=percentage%20of%20companies%20having%20a%20multicultural%20workforce>)

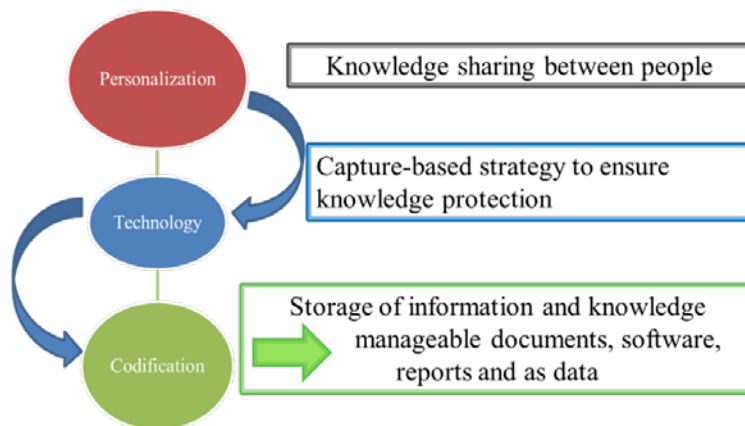
improve general organizational performance, and enhance quality. Managers ought to know the proper way to utilize the knowledge at their disposal to enhance quality and improve performance. Proper utilization of knowledge ensures that the organization can remain competitive in the current dynamic and competitive markets (Leseure & Brookes, 2004). Multicultural organizations ought to have the capabilities to acquire, transfer, integrate, and utilize knowledge in their organization to maintain their competitive capabilities. Bernard (2003) stated that strategic renewal of elements that contribute toward the operation of an organization usually leads to improvement of the organization. The author further intimated that strategic renewal could only be achieved through proper management of the knowledge available to the managers and other members of staff (Bernard, 2003). The impacts of KM strategies affect many areas of the organization.

Early theorists in knowledge management literature define knowledge as information that exists in people because of their experiences with other people and with their environment, and can only be validated as knowledge when it can be attributable to behaviour or experience or action (Russel, 1926; Teece, 1988; Almashari, Zair & Alathari, 2002). Thus, knowledge derives its meaning from how people use information and how they use this information to create new information (Almashari et al. 2002). Knowledge becomes knowledge when associated with an experience, practice, or action (Li & Kettinger, 2006). Knowledge is categorised as tacit or explicit, where tacit refers to knowledge that exists within people and is not easily accessible, and explicit knowledge is a more tangible and codified knowledge that is stored and is accessible in documents, databases, and other tangible forms (Polanyi, 1958; Nonaka, 1994). These two categories differ with regards to accessibility and transfer, where tacit knowledge is more personalised and difficult to transfer, and explicit knowledge is easier to transfer and communicate as it already exists in

a tangible form. Nonaka (1994) stated that tacit knowledge is the more sought-after kind of knowledge for organizations, but access and formalisation of this knowledge is difficult. This is due to a high degree of personalisation associated with this kind of knowledge. The extent of transfer of this knowledge is deeply influenced by the willingness to share from the individual and the degree of involvement in the process of sharing as well as the extent to which the individual is interested or committed. This brings us closer to understanding why it would be challenging for knowledge transfer to occur in multicultural organizations, because when people are unable to communicate, it is not easy for them to share knowledge. Since knowledge plays such an integral role in the organization, all organizations seek it to improve their position in society (Li & Kettinger, 2006). For instance, individuals may strive to acquire knowledge to get a job or promotion at work. On the other hand, organizations attempt to acquire knowledge to improve their quality standards, increase profitability, or improve the performance of staff members (Aktharsha, 2011).

Managing knowledge is a critical aspect that contributes to the success of the organization, regardless of whether the organization is multicultural or not. Knowledge management strategies (KMS) are factors used by organizations to enable knowledge transfer and creation, knowledge storage, access, use and reuse (Ramanigopal, 2012; Bosua & Venkitachalam, 2013). As defined by the Author, Knowledge management strategies are techniques that are used to utilize and control organizational knowledge to achieve a set of goals. They include strategies of personalization, codification, and Technology. It stems from the need for the organization to develop their own knowledge resources (Bosua & Venkitachalam, 2013). The degree to which an organization can use its knowledge resources has a direct effect on its competitive ability and innovation potential (El-Tayeh & Gil,

2007). The knowledge management strategies that have been identified in organizations are personalisation, technology, and codification (Figure 1).



**Figure 1.** Knowledge management strategies of personalisation, technology, and codification. At each one, knowledge sharing is the driver and integral to the success of KMS in any organization.

- Personalisation refers to the sharing of knowledge from person to person within the organization, where individuals take information that exists internally and transform it into knowledge through their various experiences and interactions. This strategy enables the tacit to tacit conversion of knowledge.
- Codification refers to the process of making knowledge explicit and tangible. The conversion of tacit knowledge to explicit knowledge which enables knowledge to be easily stored, accessed, and reused at a later point. This knowledge can be stored in manageable documents and databases or various media that enable access to organizational knowledge.
- Technology strategy refers to the use of technology to capture and use knowledge within the organization. Technology is integral to effective knowledge management and enables better accessibility to knowledge and thus better use and re-use of knowledge, and better transfer of knowledge among individuals of the organization using various platforms for sharing knowledge.

The ability of an organization to integrate these KMS into their knowledge management initiatives will improve knowledge use and transfer. Technology acceptance must be considered at this point, particularly with regards to multicultural organizations, and especially when addressing the issue of job satisfaction. As mentioned above, knowledge is the process of thinking with information to create new information, and is reliant on how people use it. If people do not show the required motivation to use technology, it will be difficult to acquire the tacit knowledge that resides within them. The communication challenge in multicultural organizations can be limited or even overcome by acceptance of and use of technology as a tool to facilitate knowledge transfer. Studies show that a lack of commitment and lack of trust are the main drivers of poor communication in multicultural organizations; this ultimately leads to knowledge loss associated with employee turnover rates. Therefore, it is imperative for multicultural organizations to implement strategies suitable to the needs of their organizations to address issues such as poor communication and lack of trust. Improving employee job satisfaction is one way to improve communication and develop trust.

### **1.3 The Impact of Job Satisfaction on KMS**

Job satisfaction is a significant contributor to both employee performance and organizational performance. It is influenced by many factors ranging from salary, benefits, work environment and conditions, growth opportunities and of course the needs of an individual. While every need of an individual cannot be met, employers attempt to satisfy the most basic needs of an employee to ensure high performance in the workplace. Employers also attempt to provide employees with sufficient security to enable them to stay for longer in the organization. By incentivising certain behaviours and characteristics,

employers can shape employee behaviour to benefit the organization. For example, incentivising teamwork or technology use can influence the extent to which knowledge is shared. As knowledge is the critical economic asset of the organization, it stands to improve the overall performance of the organization.

Job satisfaction improves many aspects of employee relations and can affect how they engage with each other in group settings (Hang-yue, Foley, and Loi 2006). Knowledge is easily transferred between employees who effectively collaborate. Tacit knowledge is the most valuable knowledge because it is hard to imitate and is non-substitutable (Brown and Duguid, 1998). Thus, there is a value-added benefit to tacit knowledge that can improve the quality of service or product given or produced by the organization. Positive association with the work environment will enable better acceptance of change and better use of technology among employees. This openness will significantly influence how knowledge is shared among individuals within the organization. In contrast, negative association with the workplace will increase knowledge hoarding and prevent the transfer of valuable tacit knowledge. Moreover, there will be a high degree of distrust among employees and with employees and their organization. Since knowledge is deeply rooted in the individual, it is influenced by individual commitment to tasks and to the organization. So, having knowledge management strategies in place can better facilitate knowledge transfer and use among employees who may be challenged by differences in language, culture, values and norms, and beliefs. The willingness to apply such strategies as personalisation and codification can be improved by increasing technological capacity. It is also important to provide incentives that will improve KMS utilization through factors needed for job satisfaction (see Vroom's 1964 expectancy theory). In short, it is a matter of knowing your employees and what their needs are, and then trying to meet those needs as an organization

(Hang-yue et al. 2006). In this way, the organization is bound to increase the positive association that accompanies employee job satisfaction.

#### 1.4 Definition of Terms

**Job satisfaction:** Job satisfaction in this study will be defined as the perception of employees of the extent to which their job requirement regarding skill level and ability matches the reward systems and incentives attached to the job, and how these meet the employees' needs with regards to their short and long-term goals. The extent to which expectation meets the rewards associated with a job. The extent to which recognition, development and growth are important aspects associated with a job that could lead an employee to have positive feelings about their job and the organization that they work in.

**Knowledge Management Strategies:** Knowledge Management strategies are techniques that are used to utilize and control organizational knowledge to achieve a set of goals. They include strategies of personalization, codification, and Technology.

**Knowledge:** The oxford dictionary defines knowledge as facts, information and skills gained through experience or learning; or knowledge is the practical or theoretical understanding of a subject or concept. In contrast, the Mariah Webster dictionary defines knowledge as being aware or the state of being aware of something. The Cambridge dictionary on the other hand defines knowledge as an understanding you get from experience or studying that can either be known by an individual or generally known by everyone. According to Wu and Hu (2012), knowledge is a set of logical structures or rules structured by societies according to a systematic mix of either organizational or personal experience. Knowledge can therefore be defined as the process by which information is used to create new information, and this new information becomes associated with a specific

action or process that will be known, and can be used in future for decision making or value-creation (Li & Kettinger, 2006; Wu & Hu, 2012).

**Knowledge Management:** Wu and Hu (2012) suggest that KM is the process by which value is created from knowledge resources. Almashari, Zairi, and Alathari (2002), seconded Wu and Hu when they stated that KM is the act utilizing knowledge to add value to other processes or procedures. The still widely quoted definition of KM is by Davenport (1994), which defines knowledge management as the act or process of capturing organizational knowledge, distributing it, and effectively using it to solve the organization's problems. KM includes the identification of critical knowledge capabilities of the organization and storing them in appropriate forms for later use. Thus, based in these definitions, knowledge management is concerned with managing organizational knowledge for the betterment of the organization.

**Organizational Culture:** A phenomena, which governs behaviour within an organization with regards to organization's character, norms, values, goals, interpretations, and behavioural modes, that promotes cooperation among employees and which are then taught to new members of the organization (Scott et al. 2003; Acar & Acar, 2014). Culture is viewed on the practical aspects as the behaviours and practices of employees in the organization; while on another intangible aspect, as the beliefs, values, attitudes, and norms that build up the mental models of an individual and when shared among individuals, can characterise that group (Schein, 1985).

**Workplace Diversity:** Diversity within the workplace refers to the collaboration and co-existence of people from different cultural backgrounds, gender and age, ethnicity and other forms of differences that may exist in tangible and non-tangible form (Green et al. 2015). Workplace diversity influences the engagement, socialisations and interactions among



people working together in a group and differing in many contexts from ethnicity to gender (Hazard, 2004). Because of these differences, workplace diversity considered to be an economic differentiator amongst organizations, often associated with uniqueness and competitive advantage (Buckingham, 2010).

**Multicultural organization:** <sup>33</sup>Almutairi and McCarthy (2012) define multicultural organizations as entities with staff members from different cultural backgrounds, languages, religions and who harbour differences in value systems and beliefs. The authors state that diversity of culture characterizes multicultural organizations. These employees tend to be better able to manage interpersonal differences within an organization, resulting in higher levels of creativity and innovation, large scale applications and targeted customers that typically would not appeal to a certain organization (Cox, 1991).

## 1.5 Aim of the Research

The general aim of this study is to explore critically the relationship between job satisfaction and knowledge management strategies in multicultural hospitals.

Specifically, in hospitals that shares the same environment, similar culture as KSUH.

The following specific objectives guide the study:

1. To explore the relationship between job satisfaction and KMS.
2. To identify the primary knowledge management strategies of health care decision-makers.
3. To identify the factors that can improve job satisfaction which have an effect of improving KMS use

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<sup>3</sup> Although these authors discuss multicultural organizations within a global context, they discuss key points for multiculturalism in the Middle Eastern states characterised by deep cultural and religious norms within a monocultural society

4. To examine whether the job satisfaction improves KMS

### 1.6 Multicultural Organization Uniqueness

In this study, the author would like to posit that multicultural organizations of today are not evaluating themselves in the light of the changing external environments and the importance of their knowledge resources to increased competitiveness. Although it is widely acknowledged that diversity contributes to innovative potential of an organization, most organizations are not appropriately dealing with diverse workplaces to harness the benefits that come with it. A critical first step is in the protection of knowledge sources using knowledge management strategies. Organizations with a multicultural workforce to must gain sufficient commitment from employees to ensure an effective use of KMS. Aligning employee value systems with that of the organization will improve cohesiveness and integration of employees so that they are all working towards achieving organizational goals. However, we cannot deny that employees who are unhappy with their job or are assigned to roles inappropriate for their skill levels will not contribute successfully to the organization; instead it will breed negative feelings and unhappiness which will lead to poor performance. Therefore, job satisfaction is a critical aspect to consider in the multicultural organization. This study will show that many multicultural organizations are not giving sufficient attention to how job satisfaction can contribute to their competitive edge. We posit that through improving job satisfaction, there will be improved and positive use of knowledge management strategies which will lead to improved employee and organizational performance. Improving satisfaction on the job will increase commitment and loyalty and reduce the loss of knowledge through reduced turnover rates.

## 1.7 Saudi Arabia as a Case Study

Saudi Arabia is one of the largest countries in the Gulf region. Currently, foreigners comprise about a third of the population and comprising nearly 53% of the whole labour force (Saudi labour market report, 2015). The unemployment rate is significantly increasing among Saudis, currently 7% Saudis are employed in the private sector and 47.1% in actual labour. The reasons for the high numbers of foreign labour in the kingdom are because of the avoidance of labour intensive sectors such as healthcare and hospitality (Harvard Business Review, 2016). The culture of the region is one of the setbacks, where people consider such careers as shameful; therefore, the careers in construction and healthcare tend to be dominated by foreigners. As a result, there are many multicultural organizations in the region. One interesting aspect of Saudi Arabia and its multicultural organizations is that there is a continued influx of foreigners who come into the country to work for short periods of time. This includes highly skilled workers in knowledge centred organizations such as hospitals and engineering firms. These knowledge workers are integral to the growth of the country with regards to improved innovation in all aspects of work. However, the country is challenged in that there is a high turnover rate among foreign workers in organizations and this can be attributed to a range of factors including the culture and religion of the country. Furthermore, multicultural organizations in the region are not applying multicultural standards appropriately which leads to poor employee performance. In addition to this, language and cultural barriers may also limit interactions among employees and lead to poor knowledge transfer.

Of course, this poses a significant problem for managers in both private and public sectors with regards to the management of this diverse and temporary workforce. The temporary nature is even more problematic because it means that there is a significant brain

drain, a knowledge loss with each employee turnover. Foreign staff in the kingdom are there for a short period of time when they learn and gain experience, then quickly leave the positions on completion of contracts. This results in losses for the organizations involved. The Saudization <sup>4</sup>effort to increase the number of nationals working in the economy is aimed at improving knowledge retention and participation of Saudis in the economy. In this environment, significant measures for knowledge management are needed in all sectors, especially those dominated by expatriate employees. Here it is critical to make efforts to reduce the loss in knowledge, due to increased turnover rates among expatriate workers, which is critical for the economy. The way to achieve this is through the effective management of multicultural staff using approaches that improve socialisation and communication, and improve the treatment of expatriates by improving job satisfaction.

Most expatriate workers are found in hospitals in the kingdom. The multicultural nature of the hospitals in Saudi Arabia requires managers to adopt a variety of strategies to ensure smooth operation of the hospital (Patricia and Cynthia, 2002) – among the strategies utilized is KM. However, while most hospitals utilize KM to organize, and coordinate work in their setup, many of the hospitals have never taken the time to study the impact of KM in performance improvement. In addition, how knowledge management and knowledge management initiatives implemented in these hospitals may influence the level of job satisfaction among employees and ultimately hospital performance is not well studied. Saudi Arabian hospitals are adopting sophisticated technologies due to the advancement in the healthcare field. The KM strategies assist the healthcare administrators in choosing the appropriate tools that will transform the available data into an asset of the hospital (Abidi,

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<sup>4</sup> Saudization aims to improve the intake of Saudis into jobs that were not previously favoured by them, such as nursing. Saudization of the workforce—the replacement of foreign workers with Saudi nationals in the private sector (<https://worldview.stratfor.com/article/taking-another-stab-saudization>). Although rich with benefits, it bears significant challenges to the labour market and the economy.

2001). Knowledge management can lead to a hospital's performance improvement only if it is handled in the right manner<sup>5</sup>. However, there are no studies of the impact of KMS on employee job satisfaction and hospital performance in Saudi Arabia. Being a multicultural organization, in a large and rapidly developing economy with focused consideration of technology use in healthcare improvement (Altuwaijri, 2008; Hasanain et al., 2014; Khalifa, 2014), it is imperative to understand how likely it is to be successful considering the multicultural staff and their job commitment as determined by their job satisfaction. Considering that employee turnover rate is high at present (Alsahafi, 2012), it would be essential to determine which factors increase commitment to the organization among multicultural staff and what factors could attract Saudi staff to stay within their positions in hospitals.

### 1.8 Significance of the Study

The significance of the study arises from its unique in exploring the relation between job satisfaction and KMS in multicultural hospitals of Saudi Arabia. The study results can help hospitals improve job satisfaction and KMS within hospitals. Furthermore, it is the first study that debate the impact of Job satisfaction on KMS's use, which have a great influence of patient care. The expatriate medical professionals are usually from different cultural backgrounds, thus increasing diversity at hospitals in Saudi Arabia. According to Almutairi and McCarthy (2012), most of the nurses in the Gulf are expatriates from different countries, e.g. India, Philippines, South Africa, United Kingdom, Australia, North America, and Middle Eastern nations. The recruiting of expatriate physicians is lower in comparison to nursing; however, it remains high due to the labour need. The diversity in the

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<sup>5</sup> Focusing on the value chain (<https://www.ausmed.com/articles/healthcare-value-chain>)

organizational set-up poses a challenge to many managers because people from different cultures have different practices and beliefs. For instance, people from India and those from the Philippines have different religious beliefs and many other cultural differences exist. In addition to the cultural differences of the staff members, Saudi Arabia as a host nation also has its own cultural beliefs.

The culture in Saudi Arabia is a blend of Islamic customs and Arabic tribal traditions. Therefore, the cultural practices of Saudi Arabian citizens are important aspects that shape the behaviours, beliefs, and mind-sets of Saudi Arabian people (Almutairi & McCarthy, 2012). It is essential for managers to possess extensive knowledge of the cultural differences of most of the staff members to manage them effectively. In the opinion of Ezzeddine (2006), organizations ought to move from traditional human resource management strategies and embrace new knowledge that encourages commitment, communication, and cooperation irrespective of culture. Lines (2004) added that the only way to achieve Ezzeddine's proposed system of human resource management is by accepting change and incorporating modern management strategies to organize human capital. In most multicultural entities, KM has been adopted as one of the strategies to improve quality and performance of employees. Likewise, hospitals in Saudi Arabia have adopted KM into their operations. However, managers of most organizations have not realized the full impact of KM in these hospitals.

The methods, conceptual framework, and research design utilized in this study will serve as a model for other studies investigating how the evolution of KM over time has impacted on performance and on job satisfaction. To conduct such a study, scholars may use the methodology, conceptual framework, and research design as a source of guidance.

## 1.9 Conceptual Framework and Analytical Framework

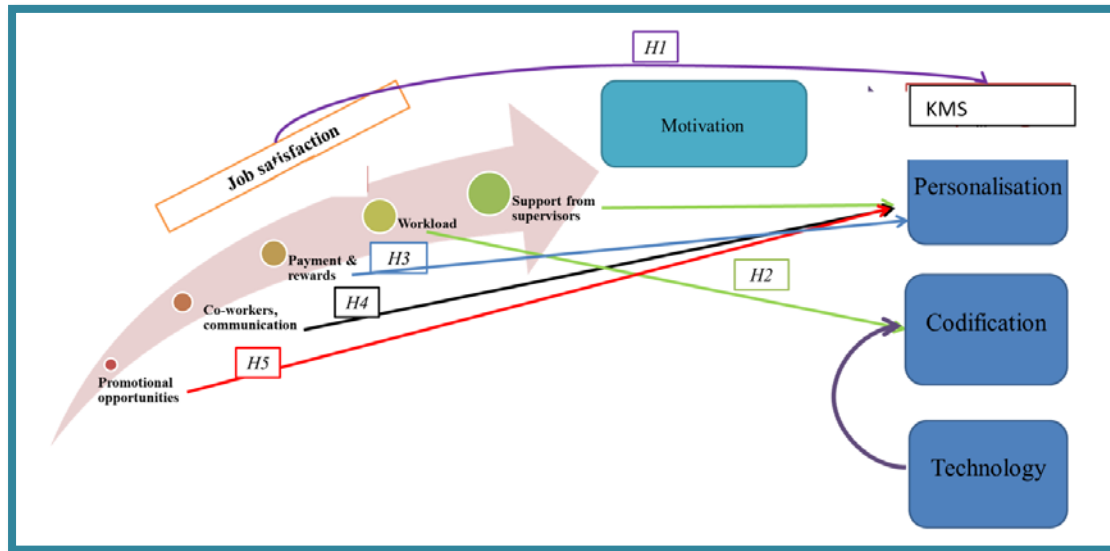
Knowledge exists within people; communication is an integral component in knowledge management and can influence how people perform in their job, which ultimately influences the performance of the organizations. In our conceptual framework (Figure 2), we posit that job satisfaction affects KMS in multicultural organizations. Job satisfaction is affected by many factors as the work environment, management support, salary, policies that supports employees. This highly affects KMS's within the organization that will affect how they exchange and deal with existing organization knowledge.



**Figure 2.** Conceptual framework showing the relationship between Job satisfaction, knowledge management strategies of the research.

For the analytical framework of this study (Figure3), we aim show the underlying determinants and factors associated with job satisfaction, knowledge management success and organizational performance, we posit that there are various motivation factors that can influence job satisfaction and successful knowledge management strategies within multicultural organizations. Job satisfaction is a complex emotion that is connected to many factors. Emotional well-being, reward system, managerial support, career growth, and job security are among the important factors that has a positive relation to job satisfaction. These will influence how employee satisfaction with their job, in addition to other factors

that influence job satisfaction such as being mentally stimulated by the work, having supportive working environments and colleagues, satisfactory rewards and benefits, support from the supervisors and the amount of work that employees must do will also be investigated. It positively affects the employee's commitments toward hospital policies of KMS.



**Figure 3.** An analytical framework to study the relationship between job satisfaction and knowledge management practices in multicultural organizations.

### 1.10 Research Questions

The research questions for this study are as follows:

1. What is the nature of the relationship between job satisfaction and KMS in multicultural hospitals?
2. Does workload affect the extent of KMSs application?
3. How does cultural diversity affect the level of communication among co-workers in a multicultural organization?
4. What is the nature of the relationship between EMR (electronic medical record) and job satisfaction in a diverse workplace?



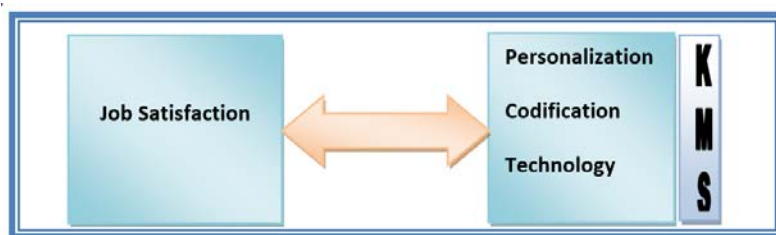
5. How does awareness about workplace diversity affect job satisfaction?

Overall, the following factors will be identified:

- The personalisation strategy in operation within the organization
- Diversity awareness within the organization
- Levels of job satisfaction among the sample participants in the organization

### 1.11 Research Model

This study aimed to investigate the interactive relationship between KMS and job satisfaction. The interactive relationship between KMS and Job satisfaction has been hardly studied in social sciences research. KMS provides the investment resources to the development of knowledge sharing, communication, which results in improving job satisfaction, while job satisfaction in turn allows for higher growth in employee's commitment to use KMS. The model of relationship posited in this study is based on the work of Babbie, E. R. (1999) and is shown in Figure4.



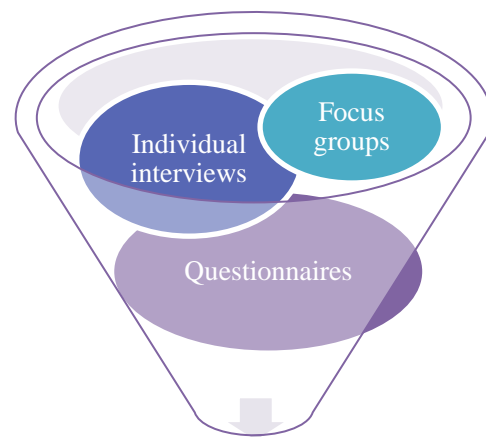
**Figure 4.** Research model of the study.

In the light of the research questions and hypotheses, the researcher draws the following study model to determine the relationship between job satisfaction and KMS while controlling for a range of additional factors such as workplace diversity and skill level of employees. During the study, the effect of KMS on job satisfaction has been studied, and the effect of job satisfaction on KMS use has been observed and recorded as well. For

example, the study aimed to observe if the communications part of job satisfaction has any effect on personalization strategy, and if personalization strategy will affect job satisfaction.

## 1.12 Methods and Procedures

Case studies are a robust method that is used to investigate a phenomenon for which the researcher has no control over events. They are usually used in comparative studies where a phenomenon is investigated where the contextual conditions of that phenomenon are studied (Yin, 2003). The case study method is also used to give validation to theoretic assumptions or propositions made regarding the phenomenon based on prior theories, to guide the design, data collection, analysis, and interpretation of the study (Stoecker, 1991). Thus, it is a comprehensive research method to understand how specific strategies can be applied or to identify gaps from which a hypothesis is developed. This method was chosen for this study to compare the different application and uses of KMS, and how this is affected by job satisfaction in multicultural hospitals in Saudi Arabia.



Knowledge Management <-> Job satisfaction

**Figure 5.** Study approach to triangulate qualitative and quantitative data gathering to find the linkages between job satisfaction and KMS in the multicultural setting among similar professionals within KSUH hospital.

The study was supported in its theoretical background through the evaluation of extensive and recent literature in KMS and Job satisfaction theory. This influenced the development of the research framework as well as the methodological approach to this study. Literature and existing KMS models were used in filling gaps in current models and in creation of models for KMS in multicultural organizations as an outcome of this study.

The study (Figure 5) used a combined method consisting of both qualitative and quantitative research approach:

- **Population and Sample:** This study was focused on one hospital in Saudi Arabia as a model for multicultural hospitals in the kingdom. The study subjects/participants were physicians currently employed within the hospital and represented the broad number of nationalities represented among the staff cohort.
- **Unit of Analysis:** Quantitative data was gathered using a questionnaire, while qualitative data to validate the result of the questionnaire was collected using structured interviews.
  - **Questionnaire-**The survey was designed to gather information about job satisfaction, KMS use, and Diversity from the participating team members. The results determined the impact of job satisfaction on KMS within KSUH as well as the influence of diversity on the use of KMS.
  - **Interviews** - in this study, interviews were conducted with hospital administrative workers to gather their opinions about KMS and its impact Management information systems in multicultural hospitals. The interviews followed the semi-structured approach with participants asked specific types of questions. Semi structured questionnaires allow flexibility in the way questions are answered, and consist of questions that are predetermined and

those that allow for deeper discussion in a guided approach so that the data can be quantifiable.

- **The research constructs:** job satisfaction and KMS were identified and defined through the literature review and the questionnaire to find the relation between job satisfaction on KMS in workplace.
- **Reliability and validity measures:** The measures of the model will be refined by comparing the results with other case studies using a theoretical approach. Case studies were also used to validate theoretic assumptions or propositions made about the phenomenon based on prior theories, to guide the design, data collection, analysis, and interpretation of the study. This method was chosen for this study to compare the different application of KMS in a multicultural hospital in Saudi Arabia. King Saud University Hospital(KSUH) is investing in KMS and recently implemented an information system to improve both technology and codified strategies.

Cronbach's alpha coefficient test was used as a measure of reliability of our constructs in the questionnaire and interview to provide support in establishing the relationship between job satisfaction, KMS and workplace diversity. The standard acceptance of reliability is when the alpha coefficients is greater than 0.6 (Selama, 2003)

### 1.13 **Data Collection Procedures**

Data was collected from literature by selecting relevant cases that represented and validated the hypotheses proposed by the researcher in relation to the importance of job satisfaction in organizations, the role job satisfaction plays in KMS particularly in multicultural environments. Emergent and common themes relating to job satisfaction and

KMS application and use were also discussed based on the responses of the sample participants. For the validity and reliability, the survey results were tested using Cronbach's alpha coefficient test was used as a measure of reliability of our constructs in the questionnaire and interview to provide support in establishing the relationship between job satisfaction, KMS and workplace diversity presented in Chapter 7. The standard acceptance of reliability is when the alpha coefficients is greater than 0.6 (Selama, 2003)

#### 1.13.1 Case selection

Literature was selected that was in relation to the hypotheses posited by the researchers and demonstrated the gaps identified by the researcher. Each literature case is discussed on its background and context, as well as how it highlights the topic of interest, which is job satisfaction and its relationship with KMS usage within multicultural environments. These cases to the researcher lead to a better understanding and demonstration of the concept discussed. The use of the survey data provided the researcher with basic information about the perceptions and feelings of the staff with regards to job satisfaction and factors that contribute to it.

#### 1.13.2 Semi-structured Interviews with multicultural staff

The interviews were conducted on a focus group consisting of 5 participants representing five nationalities working within the KSUH, who also participated in the large survey of professionals in working in hospitals in Saudi Arabia. Interviews were conducted at KSUH hospital with the cases selected for focus groups which consisted of five participants who worked as physicians and were Saudi or from other nationalities and were randomly selected and assigned to a focus group. Participants who agreed to participate were assured of anonymity, and their rights to refuse participation. During focus group interviews, the researcher took notes where relevant and where necessary. The researcher

followed two interview protocols to investigate the job satisfaction among all physicians; then among Saudi and non-Saudi participants. This approach will give deeper perspective and understanding about the perception by multicultural staff on their job satisfaction with regards to what the hospital in terms of rewards, incentives, promotions and upgrading within the hospital irrespective of position. The survey result pilot study revealed interesting themes in the responses of the main three groups identified. The interviews were structured in the way that they took 60 to 90 minutes; they will be transcribed prior to analysis and corroborated with the survey data.

### 1.13.3 Focus groups

For the case study analysis, the researcher used a focus group approach which made use of a group interview of five participants. The benefits of using a group interview approach is that it allows for the collection of multiple opinions, perspectives, and ideas on a topic of interest within a short space of time as well as enabling the researcher to gain from a large sample size (Patton, 1990). The researcher selected the participants from a cohort who participated in a larger survey evaluating the relationships between job satisfaction, KMS use and application, and diversity. The focus group allows the participants and the researcher to engage in discussions around the topic of interest, and to give deeper insights from a personal perspective (Powell and Single, 1996). The multiple interviews are given at the same time, allowing the collection of individual and group perceptions by the researcher, these mainly gained from observing interactions among the participants. Similar quality controls and protocols for conducting interviews are required in focus groups (McNamara, 1999). It is also very important to ensure that the data can be collected effectively and efficiently, since capturing the multiple thoughts and opinions can be difficult.

The researcher began by setting dates with the focus group and interviewing each group on different days. The focus group began with introductions by the researcher who explained the purpose of the study and that the researcher would be facilitating the discussions, as well as the preservation of the anonymity of the participants. Participants were notified that they had the opportunity to review the questions at the end of the session to prevent them from being pre-empting to answer the questions. Each participant was given an identifying number for anonymity, which corresponded with the focus group 1, 2 or 3 and an alphabet for each participant. At the end, the researcher debriefed the participants and assured them of the anonymity.

#### 1.13.4 Individual Case Studies

For the individual case studies, the researcher chose five participants from different nationalities to explore perceptions around job satisfaction and multiculturalism, and factors contributing to knowledge management after the focus group interviews were conducted. The emergent themes on the first data analysis indicated that there was more in-depth analysis needed on the job satisfaction, diversity management and knowledge management use and application. Open ended questions were used, and all participants were given the same questions that will be detailed below. The five nationalities selected were an American male, an Egyptian female, an Indian male, a Lebanese male, and a Saudi male who worked various roles within the hospital.

#### 1.13.5 Focus Group and Individual Interview Protocol

Focus groups are an important element in qualitative research where the researcher can encourage greater dialogue among participants in relation to a topic of interest (Patton, 1990). In this case, the influence of job satisfaction on KMS in a multicultural hospital was the key centre of discussion. The researcher acted as a moderator of the group, facilitating

discussion, and drawing out important points to note pertaining to the topic of interest. The participants in this study were part of a cohort of 213 From KSUH who took part in a survey aimed at understanding the influence of job satisfaction and diversity on KMS, from which a subset who work at King Saud University Hospital(KSUH) were selected.

The protocol on interviewing the participants followed standard procedures for collecting qualitative data as has been discussed deeply in Creswell's (1998) book on mixed methods studies. The project title and description, time and place of the interview, interviewer and anonymous interviewee names, interview questions and thank you statement were all included. No payment was offered for participation in the interview. Three emergent groups were identified during the pilot study results as requiring deeper understanding which were the Saudi Physicians (Focus group 1), Non-Saudi Physicians, and individual cases (Saudi vs Non-Saudi, Focus group 3).

#### **1.14 Scope and Limitations**

The main limitation for this study will be budgetary and time constraints. These currently place high limitation on the researcher, limiting research to a short time frame and a one hospital. Also, one of the major limitations for this research was the inability to make employees open enough to communicate their real opinions. This was especially evident among a group that was unsatisfied at work. The short-time frame may impact on the amount and potentially the quality of information gathered for research. The study assumes that the sample size used is sufficient to provide some basic generalisations about the diversity, job satisfaction and knowledge management relationship in the Saudi context, and how these interact to impact on hospital performance.



## 1.15 **Organization of the Study**

The study is organized into 10 chapters. Chapter 1 gives an overview of the study background, methodological approach, broad aims and hypothesis and the significance of the study. Chapter 2 is a broad literature review that discusses the links between job satisfaction and KMS in relation to previously done work. Chapter 3 introduces in depth background on KM in multicultural organizations and links it to its impact on organizational performance with regards to managing and accessing knowledge. Chapter 4 introduces the concept of job satisfaction and discusses it in relation to KM and KMS with a focus on the hospital environment. Chapter 5 focuses entirely on the multicultural hospital environment within Saudi Arabia, discussing factors that influence job satisfaction, threats to knowledge loss, and the role of KM and KM in improving job satisfaction within this cultural and technologically advancing environment. In Chapter 6 the researcher uses a literature based case study approach, analysing published cases that represent various aspects of interest in the current study, comparing findings in the literature cases and linking them with the hypothesis posited in the current study. In Chapter 7 the researchers gathered qualitative data using focus group and individual interviews to gather personal views and perceptions of participants regarding the multicultural environment in the hospital, their opinions on knowledge management strategies and their perception of job satisfaction and factors that enhance or reduce it. The main results of the study are reported in Chapter 8, which were gathered using a quantitative approach with a questionnaire. Chapter 9 is a general discussion and synthesis of all the results of the different approaches of data collection, and are discussed in lined with the proposed hypotheses and compared to other findings in the global literature. The recommendation based on the major issues identified are provided in

Chapter 10, where ideas for improving job satisfaction in the multicultural hospital are suggested.

## **CHAPTER 2: Literature Review of Job Satisfaction, Knowledge Management, and Knowledge Management Strategies**

### **2.1 Introduction**

Over the last several decades the healthcare services sector has experienced the most employment growth in Saudi Arabia. Job satisfaction is of interest for humans, whether they are employees who work in organizations or scholars who study how to improve organizations. In the Kingdom of Saudi Arabia, the health care delivery system relies heavily on expatriate human resources; hence their job satisfaction is crucial for patient satisfaction and quality of care. The objectives of this study are to: determine the effect of job satisfaction on KMS. Many organizations strive to remain relevant and competitive to ensure long term sustainability. Organizations implementing KMS, often do little to improve the use of KM in the organization with very little focus on the employees. Employees harbour tacit knowledge within them that is enhanced by their own experiences over time within the organizations. This knowledge, when shared has potential to generate new and innovative knowledge that the organization can use to leverage against competitors.

Employees may harbor knowledge due to being in an environment that limits them from sharing or when they feel insecure in their position due to lack of trust. This may also be exacerbated when employees are not happy in their position or are dissatisfied with their job. In the literature, job satisfaction significantly contributes to high employee turnover rates, which in turn means great losses in knowledge for organizations. Therefore, it is important to discern how is it possible for organizations to find a balance that works to improve job satisfaction, to ensure that employee turnover rates are reduced, and to promote more interaction occurs among employees? The use of KMS, especially technology

strategies can enable organizations that are characterized by a multicultural workforce to engage more as technology can overcome barriers that may limit the level of interaction among employees. Despite this, there is no guarantee that employees will use KM; other factors that may contribute positively to employee participation in organizational knowledge creation may be needed.

At present, there are several studies that have examined the influence of job satisfaction on employee performance and potential contributions to high turnover rates. However, there is a large gap in the literature regarding workplace diversity and its influence on employee job satisfaction. KMS may offer a way to improve how employees engage with each other, which may improve the level of communication and interaction, which can facilitate knowledge flow. While improving technology does improve KM, overlooking employees' satisfaction hinders the utilization of KM. Improving job satisfaction will improve communication, and there will potentially be better work relations among employees and this will lead to better KM outcomes. Job satisfaction can contribute positively to KMS and directly towards organizational performance through improved worker performance in multicultural organizations. Many studies are focused on managing knowledge but overlook the importance of improving employee satisfaction.

## **2.2 Job Satisfaction in Multicultural Organizations**

Typically, individuals measure their own success and satisfaction with life by the fact that they have achieved goals that they set before them. One factor commonly cited by employees that contribute to their overall wellbeing is the security of a job that provides enough incentives and opportunities for growth. Once this occurs, individual employees can say that they have reached some level of job satisfaction so that they are passionate enough

and able to engage freely in the workplace. Therefore, job satisfaction can be defined as the extent to which the desires, hopes and expectations of the employees are fulfilled. Job satisfaction motivates and empowers the employees to stay competitive and work effectively. A study conducted by Dev (2012), found that work culture and job satisfaction are closely associated and related to each other. Work culture acts as a constraint on job satisfaction, sense of participation, role stress and alienation. The association between job satisfaction and work culture is found to be prevailing in both public and private sector organizations, but it differs in terms of dominant cultural influence. The work culture is positively associated with the employee involvement and satisfaction of the higher order needs (Dev, 2012).

Job satisfaction<sup>6</sup> reflects the psychological state and condition of the employees towards the work environment. It is significant to identify the causes of job satisfaction and its association with the knowledge sharing process in any organization. Kasemap (2014) argues that there are two factors affecting the job satisfaction in an organization including, job related factors and the personal attributes of the employee (Kasemap, 2014). However, this specific study failed to test the impact of job satisfaction on the organization's growth. Another study by Kianto, Vanhala, and Heilmann (2016) identified the impact of knowledge management on the job satisfaction. They concluded that process, which is an essential component of knowledge management, is associated with high job satisfaction. It was found that process (intra-organizational knowledge) contributes to a high level of job satisfaction. This research study devised practical implication of knowledge management and therefore, it was essential for the managers to implement knowledge management practices to

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<sup>6</sup> This links back to Maslow's hierarchy of needs which has significant implication for people and how they are managed within an organization, as well as how they give back to the organization. Healthy and happy employees have a more positive contribution to the organization (Maslow's 1954)

contribute to organizational success (Kianto, Vanhala, & Heilmann, 2016). This study was not able to define the impact of knowledge management on the organization. Therefore, it raises a question of how does knowledge management affect job satisfaction, and whether this effect is exacerbated in multicultural organizations where other factors may come into play with regards to the adoption and implementation of KMS to improve KM in the organization.

Understanding their needs can significantly improve multicultural staff's interest in their jobs and the organization overall. Organizations that pay special attention to the needs of employees, with regards to the respect of different cultures and behaviors associated with those cultures, religious beliefs, and communication strategies, as well as behaviors of different cultural groups, will be able to create working spaces with positive associations. Employees will feel secure and respected and this will increase feelings of loyalty and commitment to the organization. By retaining employees, multicultural organizations will benefit from knowledge generation, application, and retention. The employees thus become critical assets to the success of the organization. Organizations can use various incentives to promote participation among employees and to overcome cultural challenges by having standard incentives for all groups. Creating equality and a sense of unity further contributes to social cohesion in the organization. This is needed because it will facilitate social interaction, which is important for knowledge transfer and creation. Incentivizing even the use of technological resources and infrastructure in the organization will further aid the organization in reaching its objective of utilizing its diverse staff to be innovative and to stand out from competitors.

### **2.3 The Concept of Knowledge Management**

Knowledge is a fundamental resource that allows people to function smartly and intelligently. Knowledge management is considered as an important resource that contributes in the competitive advantage. It is essential for an organization to identify and distribute the knowledge resources prevailing within a company. Gartner group defined knowledge management as a tool to identify, capture, evaluate and retrieve any kind of information that is further shared in an organization (KM World, 2012). Knowledge management involves some key components such as people, process and technology. These three components are considered as the valuable source of implementing the knowledge management strategy (Baloh, Desouza, & Paquette, 2011). In the last two decades, scholars and management professionals have outlined various definitions of knowledge management. In my opinion, knowledge management is simply a tool to gather, organize, retain, and utilize the relevant information in an organization necessary for sustaining competitive advantage.

Knowledge management as a process involves various activities and processes central to the distribution of knowledge within organizations. The basic processes involve the creation of internal knowledge, which involves engaging between individuals to transfer information to the minds of other individuals whence it will be converted to knowledge. This is the socialization aspect of Nonaka's tacit-explicit knowledge models (Nonaka, 1994). Secondly, this knowledge must be efficiently stored and retrievable to facilitate easy transfer of knowledge within the organization, which is Nonaka's externalization and internalization. Lastly, there is the application to knowledge (Teece, 1998). At each of these stages, various organizational aspects such as leadership, organizational culture, information technology, and diversity all play an important role and affect the extent to which knowledge is accessible and shared within the organization. Knowledge management is

essentially associated with the degree knowledge is shared among people. Thus, it is the behavior of members of the organization that determines the extent to which KM initiatives are successful in the organization.

Knowledge management is connected to knowledge, people, processes, and technology hence these four are stated as key components of knowledge management. The second key component of knowledge management is the people as they are the source of knowledge. Humans are valuable source of knowledge as their ability to think creatively and uniquely make them considerable component in KM strategy and implementation. The third component of KM is the process as it governs work in the organization; this is critical for the functioning of organizations. The last component of Knowledge Management is technology as it works as a critical enabler and fundamental element of a knowledge management plan. Informational and communication technologies facilitate collaboration between geographically dispersed people and teams. It also facilitates codification of knowledge management activities through the internet (Baloh, Desouza, & Paquette, 2011).

#### **2.4 Review of Previous Literature on Knowledge Management Strategies**

In most organizations, KM is well integrated into business operational strategy, while in others it is treated separately as an independent business strategy (Zack, 1999; Maier & Remus, 2002). Knowledge management itself combines different sets of approaches and specific activities which are used to prove organizational management of knowledge assets (Maier & Remus, 2002). Knowledge management also consists of interrelated parts which are the KM activities, technologies that facilitate KM and the measurements/measures of the impacts of KM on organizational performance (Maier & Remus, 2002). Despite this, it appears that many organizations do not recognize the value in aligning KM activities with



organizational strategy to improve organizational performance, which is likely measured by the ability to reach set objectives and targets. Thus, the KM initiatives are typically not aligned to business strategy nor do they recognize the strategic value of these KM initiatives. Ultimately, this has can be limiting in that it does not provided organizations with enough leverage to have competitive advantage. In this regard, the author argues that the correct approach of this study, as strategy, is the initiative domain that draws process for KM and not versus strategy, which is formulated with a discrete beginning and end (Christensen & Donovan, 2000). Strategy is a discrete process involving an analysis of the internal and external environments (Christensen & Donovan, 2000). Moreover, the KMS adopted by organizations affect the processes of knowledge creation and transmission; therefore, strategies should always be defined prior to processes.

Knowledge in organizations is embedded in the individuals as well as the processes and/or practices unique to that organization (Ramanigopal, 2012). These are knowledge assets that give the organization its intellectual capital and potentially leverage the organization against competitors. Knowledge management is the process by which these knowledge assets are used effectively, and it comprises a range of strategies and practices to properly harness and disseminate these knowledge assets to the betterment of the organization (Ramanigopal, 2012). Organizations possess an abundance of knowledge that is accumulated over time and is stored, and not actively used. According to Turner et al (2002), this availability of redundant information can improve knowledge creation, as input can be sourced from a wide range of individuals with varying skills sets.

According to an article published by Barns and Milton (2015), the literature was effective in stating the ways for the business firms to develop effective KM strategy. The literature suggests that KM strategies can be developed by gathering information through workshops

and interviews. The researchers rejected the notion that information technology leads knowledge management system. However, the reality is that IT supports the KM program in an organization. An organization can develop effective knowledge management strategies by concentrating on potential strategic areas such as innovation, customer knowledge, operational excellence, and growth prospects. Knowledge management in general is described as an agent to improve the internal process and practices in an organization, to ensure effective, faster, safer, cheaper, and cleaner operations. The KM imparts crucial knowledge to ensure that internal organization processes are good and effective. The customer centric knowledge management strategies are deployed in the organization to handle the bugs and complaints of the customers. Also, it is helpful in ensuring high sales and growth in revenues. Innovation focus is yet another KM strategy that is used by the organizations to create new knowledge to introduce new products and services. In this strategy, the organization focuses on the identification of marketplace and technology. In case of growth and change, strategy is implied to emphasize successful expansion and diversification in the existing market. Before entering into a new market, the organization employs KM strategy to identify and explore the new markets and customers and ensures the transfer of existing knowledge to the new staffs (Barnes & Milton, 2015). This literature was efficient in describing the formulation of KM strategies by addressing important components and aspects of the internal and external environment. Fredrick R Hansen (2008), examines the applicability of strategic KM for effective strategic management practice. The research addressed the perspective of senior managers regarding KM strategies. The study contributed that the strategic KM requires integrated efforts from the managers as well as it requires proper understanding of the managers in terms of theoretical and practical implications of the strategic decision management. Through this study, the researchers proved that through dialectic interactions, the strategic management knowledge

can be introduced as it ensures emancipator impact on the mental model of the senior managers to execute effective strategy (Hansen, 2008). This study was relevant in terms of attributing the role of senior managers in the strategic decision making and formulation of effective KM strategies. However, this study raises a significant question that KM strategies require equal participation of workers that are not in management positions. This question is still required to be explored by the future researchers to fill the gap existing in the previous researches.

Patil and Bhakkad (2014) supported the effectiveness of knowledge management strategy in redefining marketing and management practices. The research approach utilized in this study is effective in evaluating the importance of knowledge management on business performance. Patil and Bhakkad (2014) assumed that the creation, application and transferring of knowledge positively affects the fulfilment of business objectives. It was also suggested that KMS helps in initiating new ideas that are helpful in launching new products or improving the existing one. Therefore, through this study it was argued that the KMS improve the organizational excellence and performance. Though this research study was helpful in demonstrating the importance of knowledge management strategies in improving the marketing strategies, but it failed to address the role of KMS in improving the management efficiency (Patil and Bhakkad, 2014). The Organization for Economic Co-operation and Development (OECD, 2004) describes knowledge management as an indispensable tool to capture and share relevant knowledge in an organization. Research has proved that knowledge can be effectively applied in different sectors. Therefore, knowledge management can ensure innovation and enhances corporate performances. Knowledge is gathered from different sources and further assembled by managers to guide employees to work in a desired way. An international survey conducted by OECD (2004), gathered data

in Germany, Denmark, Canada, and France, to gain a deeper understanding of the synthetic perspective of the knowledge in this study. This data is relevant and credible as the information was extracted from international survey. The information's collected from the National Statistical offices states that knowledge identification and retention is equally important for an organization to stay competitive. Data revealed that over 60% of large scale organizations execute knowledge management strategies to improve the production process, to achieve strategic objectives of an organization and to sustain competitiveness. The study suggests that horizontal communication systems ensure effective knowledge sharing in large scale organizations whereas in the case of small scale organizations vertical communication systems are effective in transmitting knowledge. In the case of small scale organizations, knowledge management was purposed for achieving short term goals (OECD, 2004). In my opinion, knowledge management can be better ensured and retained in small scale organizations than in comparison of large organization. KM strategies can be successful in minimizing the chances of risk and loss. The research by OECD (2004) provides strong evidences to ensure that knowledge management strategies are effective in improving the corporate memory by enhancing the production flexibility and innovation<sup>7</sup>.

Another book by Russ and Meir (2009) emphasized on addressing the importance of knowledge management strategies for ensuring business development. As per the authors, the emergence of mobile and global communication systems has offered ample challenges and complexities for the organizations to approach mass audiences to promote volatile products and services. In the knowledge based economy, organizations seek to introduce new products by minimizing cost, risk, and uncertainty. Fortune 500 companies execute knowledge based strategy to penetrate, diversify and develop new products by analysing

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<sup>7</sup> However, this is highly dependent on the retention of employees within an organization, especially in improving loyalty to the organization

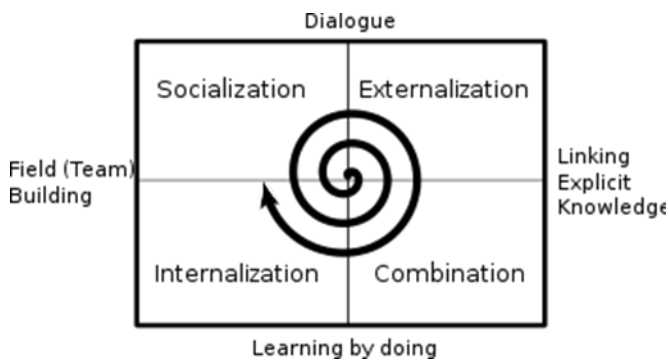
importance of existing knowledge management practices (Russ, 2009). In author's understanding, the knowledge management strategy must focus on maintaining skilled and qualified workforce that could contribute in organizational development as a based economy and therefore, the management should focus on sharing and utilizing the knowledge as key driver of organizational growth.

In Japanese firms, as shown by Nonaka (1994) and Nonaka and Takeuchi (1995), this strategy has led to high levels of success. Turner et al (2002) further add that, for firms or organizations to be successful in KM, the general strategy can only be successful if the extent of shared or common language is very high, which can facilitate knowledge transfer. Aktharsha (2012) discusses this point in his study investigating the importance of knowledge and knowledge transfer. Nonaka and Takeuchi (1995) posit that it is the extent to which the shared knowledge is varied or diverse, resulting in less identical knowledge. Thus, the diverse knowledge, even if there is a high degree of overlap, is important to knowledge creation. Therefore, organizations that have diverse knowledge and high overlap of knowledge space can be highly efficient. Grant (1996) posits that the organizational success is reliant on on the level of knowledge integration, without learning across organization.

Turner and colleagues (2012) show in their model that the likelihood of overcoming turbulent conditions is higher in specialist organizations which are based on explicit knowledge and knowledge transfer. These types of organizations are made up of highly skilled knowledge workers, each with highly specified knowledge on a certain area or field. However, on understanding of knowledge types and the knowledge models of Nonaka and Takeuchi (1994), it is important to understand that ultimately it is the interchange and cooperation between tacit-internal orientated and explicit-external orientated knowledge

strategies that influence organizational performance (Figure 6). However, it serves in the best interest of the organization to appropriately combine KMS (Jordan & Jones, 1997; Liebowitz, 2001; Choi et al. 2008). Through combining both human and system oriented strategies, organizations can gain competitive advantage (Choi & Lee, 2003). Human and system oriented strategies combine tacit and explicit knowledge (Bierly & Chakrabarti, 1996). This leads to knowledge sharing, which is critical to the creation of new knowledge (Ramanigopal, 2012). An example of such as KM strategy is the dynamic strategy that was developed by Choi and Lee (2003), which account for both human oriented and system oriented approaches to knowledge management. In addition to this, the organization needs to select the appropriate strategy to meet its knowledge needs or organizational goals and mission. Otherwise, KM will fail, particularly if the KM strategy is not aligned to the organizational process. The failure may also be related to the ignorance of each business's nature of knowledge such as the people orientated hospitality and even health care sector, or the IT sector, or a retail business, which can focus only on aspects that are related to each part of that contributes the most to organizational success. In the health sector, the most knowledge is in the individuals who work in the different sections of a hospital or a hotel; while in the IT, most information is in stored or codified form. Retail business will largely depend on external knowledge to improve business performance. Acquiring external knowledge about the competitors, the market and the customer can influence business performance significantly. As a result, the KM approach for each of these business types should differ significantly, related to the KMS. Similarly, the ignorance of the worker specifications about level can also lead to failure in KM initiatives. At the worker level, organizational culture can play an important role. For example, in Turkish hospitals, one study found that the skill level among hospital employees was a strong predictor of organizational culture and this differed between private and public funded hospitals (Acar &

Acar, 2014). In another study, Selmer (2012), showed that language was one the biggest barriers to KM in multicultural organizations. He found that not only did it lead to a lack of trust and poor communication; it resulted in high conflict among individuals. Conflict can prevent knowledge sharing, lack of trust on the other hand encourages knowledge hoarding, which is detrimental to KM success. Thus, KMS must enable effective communication that can be identified and be aligned to firm specific needs.



**Figure 6.** The theory of knowledge creation posited by Nonaka and Takeuchi (1990), with related activities shown.

Management strategies are comprised of three key parts: culture, leadership, and technology (Davenport & Prusak, 1998). These all play an important role in KMS implementation, but organizational culture plays a major role in unifying employees' culture with that of the organization. Strategy is composed of two parts; internal strategies look inside the organization to identify the knowledge assets, capture, and reuse them, while external strategy focuses on the knowledge assets gained from outside and then using them along with internal knowledge assets to build competencies to leverage the organization against competitors (Ramanigopal, 2012). Therefore, essentially the KMS can guide the organization's actions towards knowledge creation, sharing, dissemination and use (Davenport & Prusak, 1998).

## 2.5 Relationships Among Knowledge Management Theories

Knowledge management theories have been developed by considering the organizational structure and culture. Broadly, KM theories are classified into ecological theory and techno-centric theory. Ecological theory has a strong focus on people and how they engage with each other in different relationships within the workplace, which enables knowledge sharing. while Techno- centric theory has a strong focus on the enablers of knowledge sharing within an organization which includes technology and technological advances used in the storage and access of information essential to creating knowledge. This further supports the importance of technology in effective knowledge management and knowledge creation, particularly in improving codification.

According to Gordon (2002), management considerations around knowledge creation have a strong emphasis on humans. This is because knowledge exists within individuals and this knowledge is the asset that organizations want to use to become more innovative. However, high levels of social interaction are required between people to share and exchange knowledge. This further requires platforms that enable knowledge sharing, which depends on technology as the major contributor. Gordon (2002) came up with four bases of knowledge management theories with a focus on human culture perspectives:

- **Human relations movement**-Attesting value to social processes that influence knowledge creation in the organization. The psyche of the human is important to knowledge creation.
- **Behavioral management theory**-Behavior of individuals is important, thus activities that seek to motivate, empower, and guide through effective leadership



by placing value of individual knowledge can encourage creativity and innovation.

- **Quantitative management theory**-The storage of knowledge and its analysis to improve efficiency of an organization. The ability to draw from previous knowledge acquired from tracking, collecting, and coordinating data and information, which can be used in decision making processes of the organization. This is likely a significant contribution to organizational memory, which can guide or be a framework of knowledge creation processes in the organization.
- **Systems approach theory**-Organizations are open systems influenced by external sources and the external environment. Knowledge creation is influenced by internal and external factors, which must be considered dually.

With each of these bases of knowledge management theories we can see that there is an involvement of people and technology. People are needed to share and create knowledge, while technology is needed to store, apply, and facilitate the exchange of knowledge among people, and to enable the organization to utilize other sources of knowledge created outside its scope. In a multicultural context, the human and technology aspects of knowledge management can be challenging. The significant differences among people can be a challenge when it comes to knowledge sharing or in the application and use of knowledge. This in turn will influence how employees perceive their work or their ability to feel safe to share their knowledge. Therefore, based on the four perspectives on knowledge management theories, placing special attention to the human element in multicultural organizations can improve employee relations. Organizations can further improve these

relations by improving workplace job satisfaction for all employees so that a more cohesive workforce is created.

## 2.6 KM in Multicultural Organizations

Numerous authors stated that dissimilarities in the way people interpret and/or accept knowledge sharing often occurs due to the different cultural backgrounds. Ribiere and Sitar argues that the educational system and western culture resists setting a social exemplar of knowledge sharing. In contrast, Yangs argues that Asian culture nurtures the behavior of sharing and teamwork to perform activities. Yeh and Ma (2002) argue that western culture embraces the values of self-determination, attainment of personal interest and independence.

To identify the effect of a multicultural workforce on knowledge management, Flanagan (2006) identified some elements as information barriers that separate multicultural groups from the organization and find the solution according to the model of multicultural organization behavior (Burlea, 2002).



**Figure 7.** Impact of organizational factors on knowledge management

Image Source: <http://www.knowledge-management-tools.net/>

King, Kruger, and Pretorius (2007) conducted a study in South Africa to understand the impact of multicultural environment on knowledge management. Their study concluded that cultural issues such as level and quality of education, schooling, language proficiency, gender biases, work experience and age influence knowledge management practices either directly or indirectly. However, Africans irrespective of their color display a greater sense of power in knowledge sharing as compared to their European counterparts (King, Kruger, & Pretorius, 2007). This is because in general shared culture enables them to engage with each other. They tend to be social people with strong ties a constant need to communicate and work in groups. This cultural variant allows Africans to have a better acceptance of working in teams and to be more sensitive to the needs of others when working in teams (King et al. 2007).

Having said this, how do organizations ensure that their multicultural workforce can work beyond cultural differences and barriers at the levels of engagement, socialization, and exchange of information? If organizations stand to lose more if they do not provide the platform to improve how employees interact with each other. People who feel uncertain and unsafe in work spaces tend to not engage, which can lead to knowledge hoarding. Therefore, it is imperative that there are effective knowledge management strategies that can be used to ensure better communication and interaction among the multicultural workforce.

Technology is one important tool that can facilitate this. In addition, having effective and exciting incentives can encourage the use of technology as well as increase the level of interaction. These two aspects can improve how people work together towards reaching organizational goals. Using incentives can increase individual performance and concomitantly organizational performance. Technological tools can influence KM initiatives which influence organizational performance. Technology tools such as Groupware have

been shown to increase organizational performance (Merono-Cerdan, 2008). With regards to codified knowledge, culture can influence the level in which codified knowledge is used (refer to the case study, chapter 6). Thus, regardless of whether there is effective use and availability of technology tools to facilitate knowledge flows and influence organizational performance, culture is still an important contributing factor to organizational performance factor.

In multicultural organizations, technology may be critical to successful KM. Technology platforms can assist in storing knowledge and improving access to knowledge such as in capturing, organizing, and sharing of expertise. The above statement suggests that explicit knowledge is crucial to multicultural organizations; however, KM is a process that requires human interaction in the interchange of both tacit and explicit knowledge (Nonaka & Takeuchi, 1995). Building relationships in multicultural organizations is also a challenge and has been suggested as one of the major limiting factors in KM (Davenport & Prusak, 1998; Zofi et al. 2008; Luring & Selmer, 2012). Technology can overcome barriers caused by language (Luring & Selmer, 2012). Moreover, integration of KMS with technology can further enhance the extent of engagement between employees, despite geographic and cultural barriers. If these are not considered, KM initiatives will fail in a multicultural setting and organizational performance will significantly decrease. To enhance performance, technology infrastructure must be used, and development and incentives must be designed according to the needs of employees in each organization.

We may argue the benefits of technology in multicultural organizations. Technology infrastructure can improve knowledge management through the standardization of activities of employees, which enhances communication and access to information. For example, creating a standard language that everyone can use can facilitate better communication in

both spoken and written form. Even though there might be some resistance, it would not be a bigger challenge if a multicultural work place can present challenges with regards to verbal communication. Having a standardized set of ways in which people can communicate can overcome such barriers. This means that people have better access to each other and to exchange information, which facilitates knowledge creation. For those with language challenges, technology provides a myriad of software that can be used in communication, further breaking down communication barriers. Technology therefore can be used to promote participation in the organization, and enhance the performance of the organization.

## **2.7 Interaction Between Workplace Diversity and Organizational Performance**

Workforce diversity is employee difference in character and culture. Even where employees share similar cultural backgrounds, every person has different attributes and behavior. Diversity on a team or on a single project, can present challenges for leaders to resolve conflicts that occur due to differences in the perspectives due to cultural background. Cultural differences affect interpersonal relationships in the work place and can negatively influence the organization's growth. To ensure an organization's profitability, requires coordination and cooperation between the internal organizational factors. Saxena (2014) states that organizations are facing issues in the management of multi-cultural and diverse workforce. Therefore, it is the responsibility of a human resource manager to manage the diversity. He also argued that diversified workforces are necessary to remain competitive in today's market (Saxena, 2014). Indeed, a workforce comprised of people of diverse backgrounds includes different interpersonal skills and knowledge that the organization utilizes to ensure effectiveness and growth in its respective industry. An effective interpersonal relationship leads to enhanced productivity of the organization (Saxena, 2014).

From employees' perspectives, diversity in the workplace is not typically associated with cohesion, cooperation, or effective team work. People mostly desire to work with those who share similar values, culture, and religion. This natural gravitation to those with shared culture and value system is typical of all human beings across the world (Schumacher, 2010). In the workplace, a shared culture can be developed using a range of models. Even following the model of Rijampianina (1995) of management of a diverse culture, interaction factors and motivation factors that will bring employees to a shared culture, shared vision, allowing them to learn and thereby contributing to job performance and job satisfaction are emphasized.

How do organizations ensure that people's cultural beliefs and norms are respected while cultivating a unified organizational culture? This is the central question for most multicultural organizations. How can diversity be used positively to overcome external performance hurdles without negatively impacting the organization. Organizations must learn to use culturally appropriate communication mechanisms to reduce conflicts and division among employees. Unresolved cultural clashes that prevent people from working together can lead to issues of poor performance in the organization. This might result in internal divisions that prohibit effective functioning. Resistance to forming diverse groups that cooperate, and work well together needs to be recognized early and specific and targeted measures must be taken to counteract this tendency. Failure to do so can result in the loss of employees who do not feel valued or respected, as well as failure of the organization to achieve its objectives.

Organizations should strive to create a balance in their multicultural staff to prevent feelings of inferiority or superiority between groups, especially minorities. Standardization of the workplace environment and incentive programs that seek to promote team or group

participation is one way to achieve this goal. If this does not happen or employees do not feel that this happens, it is likely to create significant levels of unhappiness and resentment among the different cultural groups. This can prevent the organizations from reaching its objectives. It is the goal of most organizations to have global impact and therefore they increase the number of multicultural staff. Doing so can enhance their competitive edge through the ability to tailor services to the needs of a broad demographic and be appealing to a people from different cultures. Having people who understand specific cultures and languages enable deeper penetration into segments through enhanced understanding. When you understand people's cultures then you are better able to provide or meet their needs or develop them further. Therefore, if organizations want to improve their performance in the diverse workplace, they need to focus on understanding the structure of the different cultures in the organizations. They need to try and create a uniform culture of the organization that considers the different needs of the people within the organization.

## **2.8 Importance of Creating a Unifying Culture and Work Environment in Multicultural**

### **Organizations**

As Rijamampianina (1995) showed, the level of job satisfaction is an outcome of performance. Thus, having a shared vision and culture in multicultural management requires that the motivator processes and the interaction processes allow all employees to work towards the same goals and competencies. Employees prefer to work in an environment when they might freely express themselves and that their values and beliefs are valued and respected. An accepted challenge in multicultural organizations is that there are these differences among individual which may be barriers to communication and ultimately limit knowledge sharing and create a hostile environment. Furthermore, employees seek to be

recognized for their contributions in the workplace and seek to be challenged so that they may grow. Where employees with the same qualifications but differences in culture, it is important to be sensitive and highly aware of treating everyone equally.

Most organizations achieve this through the creation of an organizational culture that fosters a safe environment where employees all work towards a common value system and towards a common organizational goal. Although this is in an ideal setting, it is not what commonly occurs in multicultural organizations. In fact, may be failing to achieve this. This is largely due to employees being there for a short amount of time because of high turnover rates. High turnover rates are detrimental to organizational knowledge and other costs can be incurred by the organization such as having to constantly recruit new employees and induct them into the organization. If managers spent more time understanding what the drivers of employee satisfaction in multicultural organizations are, they could rather invest the resources in improving and closing these gaps.

There is a greater need for KMS in multicultural organization to prevent the loss of knowledge as employees leave, but also to ensure that performance and workplace function is enabled using these strategies to effectively manage knowledge sources. Often KMS are only used to achieve business goals such as improving organizational performance through the integration of internal and external knowledge to leverage against competitors, however, when knowledge sources from employees are not effectively utilized, organizations will struggle to remain relevant and will underutilize the knowledge sources that they have. Thus, it is important to focus on the employees and employee relations, particularly how employees fit into a workplace and how their skills are applicable to specific tasks in their jobs. Coupled with incentives, rewards, and recognition both intrinsic and extrinsic in nature, employees may find that it is better to stay and grow within their organization that to regularly change jobs.



## **2.9 The Relationship Between Workplace Diversity, Job Satisfaction and KMS in**

### **Multicultural Organizations**

Diversified workforce enables a company to access and utilize the different skills, creativity, and ideas of the workforce. It assures flexibility in an organization in terms of capturing knowledge that is required for the organization to develop competitive pace and respond to market fluctuations and uncertainty. A diversified workforce allows the management of an organization to broadly define the views and opinions and therefore, it is helpful for the organizations to achieve more reliable solutions. Hence, it can be inferred that if a team in an organization is composed of people coming from different cultural backgrounds, it produces more effective and credible solutions. Apart from several benefits, multi-cultural and diversified people lack in terms of personal compatibility and language barriers.

Maham (2013) conducted a study to define the impact of cultural diversity on the knowledge management in an organization. The study explored three parameters: sharing of knowledge, cultural diversity, and work relations. The research revealed that implementation of knowledge management system is challenging for an organization to maintain smooth working relationship in the organization. It is essential for the managers to possess sufficient knowledge about different cultures so that they could assist the team leaders to manage the people and promote values and respect for different cultures. If the managers fail to manage the cultural diversity within the organization then, it results in workforce conflicts, miscommunication, misunderstanding and failure in terms of knowledge management. Therefore, this study suggests that if cultural diversity is not maintained in an organization at internal level then, it raises possibility for the failure of the organization to react to the external

forces, risks, and uncertainty (Maham, 2013). In contrast to this research, Newman, and Conrad (2015) stated that companies having diversified multicultural workforce are required to keep themselves updated regarding the significance of knowledge and impact of cultural bias on the job satisfaction in an organization. In an organization, formal culture should be made to ensure knowledge sharing as an organizational culture. The culture must be developed and linked with the reward system and incentives. These practices could enable the organization to keep the employees motivated, valued, and satisfied (Newman & Conrad, 2015). Research conducted by Maham and Newman & Conrad examined the relationship between job satisfaction and knowledge management. In my view, the organization must develop a policy of cultural integrity to ensure effective participation of diversified team members in solving the organizational problem. Therefore, it can be inferred that cultural diversity and knowledge management plays an important role in satisfying the organizational objectives.

In the workplace, a shared culture can be developed using a range of models. Even following the model of Rijampianina (1995) of management of a diverse culture, importance is placed on interaction factors and motivation factors that will bring employees to a shared culture, shared vision, allowing them to learn and thereby contributing to job performance and job satisfaction.

The leading problem in multicultural organizations is high employee turnover, which is associated with poor job satisfaction and poor integration, which is associated with poor job performance (Wright et al, 1995); Organizations must therefore use infrastructure that can facilitate the capture and access of this diverse knowledge, improve the interaction processes, and improve the motivation processes by identifying the needs of their staff as well as using incentives and rewards to strengthen the motivation factors. Kochan et al (2003) found that the multicultural workforce is much more complex to manage and having incentives in place

that encourage participation and teamwork, may buffer some of the conflicts and diverse views that may lead to poor performance. They found that rewarding individual performance as well as individual contribution in the group increased motivation and contributed positively to overall team performance and thus to organizational performance.

One outstanding factor is the apparent uncertainty that organizations have in managing multicultural staff. In fact, there is a significant gap between metacultures and success in multicultural organizations. Why are the organizations struggling to reap the benefits that are expected from having a diverse staff? This is the question that needs to be understood from the basis of job satisfaction. It is critical to understand the drivers and motivation of employees and to ensure that the expectations they have about a workplace are met so that they perform their duties to their best and that they may be willing to create a culture of trust and knowledge sharing.

## **2.10 Malfunction in Multicultural Organizations**

Considering the perceived benefits of having a multicultural workforce such as innovation, diversity of ideas and creativity, potential global impact and relevance and increased market segregation, it is not always the case that multicultural organizations are successful. The commonly cited cause for dysfunction/malfunction in these organizations lies in the poor management of the differences among individuals within the organization. As the world is drawing closer in globalization and improved technology, people from different countries and cultures find themselves working in the same spaces. The differences in culture and beliefs, and ways of doing things, have been showing to lead to conflict and frustration among employees (Harvard Business Review, 2006). Culture plays an important role because it affects how employees engage with each other and influences the way they communicate. Barriers to communication can lead to poor knowledge transfer and

information exchange, which can be extremely detrimental to the success of the organization (Rijamampianina, 1996; Ingleby, 2006).

Multicultural organizations are characterized by diversity in language, race, religion, to list a few (Ryu, Ho & Han, 2003). Many individuals that are part of the multicultural organization are typically only there for a few years, after which they return to their home countries (Bhuiyan et al. 2001; Thekdi et al. 2010). Thus, there is a low retention of employees, with concomitant employee turnover (Bhuiyan and Islam, 1996). This results in poor retention in the workplace and loss of knowledge, as well as financial costs to the company (Bhuiyan et al. 2001). In addition, it can be highly problematic when implementing KM initiatives, which will affect organizational performance. Information technology has been shown to break down the communication barriers typical of multicultural organizations (Lauring & Selmer 2012). Therefore, the technology strategy can be a vital strategy in implementing KM into multicultural organizations (Hansen et al. 1999). Standardization of organizational processes using technology strategy, can take away some of these invisible barriers posed by difficult to change core beliefs.

Hofstede (2010) suggested that management of multicultural organizations is multidimensional, and managers must adapt more than one strategy to ensure that their organizations run smoothly. House and Javidan (2004) supported Hofstede's idea when they stated that leaders of multinational organizations tend to adopt a variety of strategies in managing a culturally diverse group instead of focusing on those that are needed within the organization. Managers must implement strategies according to the needs of their organization. Wu and Hu (2012) hinted that the complexity of multicultural organizations calls for managers to incorporate strategies such as KM to manage their organizations effectively. Multicultural organizations must have the capabilities to acquire, transfer,

integrate, and utilize knowledge in their organization to maintain their competitive capabilities. In another study, Selmer (2012) showed that language was one of the biggest barriers to KM in multicultural organizations. Selmer found that not only did it led to a lack of trust and poor communication; it resulted in high conflict between employees. Conflict can prevent knowledge sharing, lack of trust on the other hand, encourages knowledge hoarding, which is harmful to KM success. Thus, Job satisfaction improves KMS's that enable effective communication can be and be aligned to firm specific needs.

It is no surprise that there should be conflict that arises in organizations as a direct result of multiculturalism. Our behaviours are guided by our cultural backgrounds, what we consider to be our norms and values, and what we expect that will be a result of specific actions that we do. In multicultural organizations, these differences can lead to high levels of conflict between people because of differences in behaviour and responses within the organization which are guided by our individual cultures. Our sense of responsibility and expectation is also somewhat predicted or determined by our cultural beliefs, which could potentially lead to misunderstandings and misinterpretations. This is where the communication barrier also comes in because people may misinterpret each other's behaviours or actions because it is not in line with their own beliefs and norms. This also becomes a significant challenge in conflict resolution by managers.

It is imperative that managers strive to understand the cultural perspective of their employees. If this is not done, it would be a challenge to get people to work cohesively in teams and to also follow leadership and guidance from people with conflicting cultural beliefs. When you understand the cultural standpoint of your diverse staff, you are at a better position in reducing conflicts that may arise. If this is not addressed and employees

feel unsafe or uncertain, the organization will lose all benefits that can come from working with a diverse staff.

What is most important is to recognize these differences early; recognize conflict early and attempt to reduce it and to facilitate better teamwork. Culture for example influences patterns of authority and hierarchy where people differ in the way they follow leaders within an organization. Leadership gives perspective and direction, and builds a sense of unity where decision making considers the conflicting norms and values and tries to create a cohesive unit. Therefore, managers must ensure sufficient knowledge of cultural perspectives of their employees and their teams, and attempt to generate a uniform culture and value system within their teams. This will lead to effective working teams, enhanced communication, and improved performance. Most importantly, it is the recognition and value of employee contributions which is a significant contributor to performance and employee retention on the job.

## **2.11 Hypotheses Presented in this Study**

The research questions and hypotheses posited here are staged in a way to first understand the impact of workplace diversity on job satisfaction in generation, then to understand how KMS are utilised in a diverse workplace and in what ways job satisfaction influence employee job satisfaction:

**Research Question 1:** What is the nature of the relationship between job satisfaction and workplace diversity?

*H11:* There is a positive relationship between job satisfaction and knowledge-sharing in a culturally diverse workplace.

*H01*: There is no relationship between job satisfaction and knowledge-sharing in a culturally diverse workplace.

**Research Question 2:** Diversity (D) affects job satisfaction (JS) and personalization strategies (PS)

*H12*: Workplace diversity influences communication levels among co-workers.

*H02*: Workplace diversity does not influence communication levels among co-workers.

**Research Question 3:** What is the influence of payment and reward system on knowledge-sharing and job satisfaction processes in a culturally diverse workplace?

*H13*: There is a positive relationship between the payment and reward system that leads to better job satisfaction and improve knowledge personalization.

*H03*: There is no positive relationship between the payment and reward system that leads to better job satisfaction and improve knowledge personalization.

**Research Question 4:** What is the nature of the relationship between knowledge-sharing and job satisfaction processes in a culturally diverse workplace?

*H14*: There is a positive relationship between Job satisfaction and knowledge personalization.

*H04*: There is no relationship between job satisfaction and knowledge personalization.

**Research Question 5:** To what extent are promotional opportunities<sup>8</sup> influencing personalization of knowledge?

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<sup>8</sup> Promotional opportunities referring to advancement within the organization, progression laterally in terms of job responsibility and profile

*H15*: Greater opportunities for promotion positively affect job satisfaction and positively influence knowledge personalization and codification.

*H05*: Greater opportunities for promotion do not positively affect job satisfaction nor do they improve knowledge personalization strategy.

**Research Question 6**: What is the impact of technology support on knowledge sharing in diverse workplace, and how does this impact on job satisfaction

*H16*: Technology support positively improves knowledge sharing, access, and codification.

*H06*: Technology support does not positively improve knowledge sharing, access, and codification.

**Research Question 7**: Does technology support in the diverse workplace improve on employee job performance and ultimately the perception of job satisfaction?

*H17*: There is a positive relationship between technology support and employee job performance.

*H07*: There is no positive relationship between technology support and employee job performance.

Overall, the following factors will be identified:

- The personalization strategy in operation within the organization
- Diversity awareness within the organization
- Levels of job satisfaction among the sample participants in the organization



## **CHAPTER 3: Knowledge Management Strategies in Multicultural Organizations**

### **3.1 Introduction**

Knowledge management strategies are defined as a management process, which deals with the factors and ways to manage the knowledge in an organization. KM strategies include formulation of short-term and long-term strategies. Knowledge management strategies are developed after comprising various organizational factors such as competencies, knowledge retention mechanism, support of existing organizational structure, change management etc. Managers are responsible for developing efficient strategies to identify the challenging avenues in the relevant knowledge forums. The organizations generally follow the strategy of invest and divest to ensure effective knowledge management strategies. Investment is the strategy to support and assist the existing organizational structures, knowledge retention mechanism and management system. KM strategies are effective in identifying the change mechanism by utilizing knowledge management technique (Hsu, 2014). In a case of failure of effective knowledge management technique, the organization executes the divest strategy of removing and ignoring obsolete knowledge.

The organizations fail to implement effective KMS strategies because they have neglected the human relations and have not strengthened how people socialise culturally within the organization. Strengthening organizational culture by focusing on people, their satisfaction in the workplace and ensuring effective technological support can improve efficiency of organizations. This could prove the most important factor that can enable

multicultural organizations to reap the benefits that comes from having a diverse staff cohort.

In this chapter, author will identify KMS which is affected by job satisfaction can be inferred that healthcare corporations have utilized the complementary approaches of KM to make sure operational efficiency. For instance, when an organization fails to arrange expertise management applications and teach the team of workers on contemporary IT solutions then, they experience neglected and find it challenging to work with modern technology. This in addition results in job dissatisfaction as people do no longer locate themselves equipped to work with the modern equipment of KM. In that case, the criticism goes to management and the corporation getting to know process, as they fail to function two In contrast to this study, it can be inferred that healthcare organizations have utilized the complementary approaches of KM to ensure operational efficiency. For instance, when an organization fails to organize knowledge management programs and train the staff on modern IT solutions then, they feel ignored and find it difficult to work with modern technology. This further results in job dissatisfaction as people do not find themselves competent to work with the modern tools of KM. In that case, the criticism goes to leadership and the organization learning process, as they fail to perform

### **3.2 Knowledge Management Strategies in this Study**

Zack (2009) studied the relationship between knowledge and strategy. Management consultants must create, capture, apply, share, and harvest knowledge coming from distinct sources. According to the management theorists, the organizations are required to possess a dynamic capability of assembling knowledge from various sources to solve business problems and seize opportunities immediately. Traditionally, knowledge management

strategies were used to develop new IT applications and it was least supplemented in the other functional areas of management. Though knowledge was used to create strategic advantage and enhance business value, most strategic managers fail to differentiate between knowledge and IT. Management perceptions of IT is effective and sufficient to solve any kind of strategic issues (Zack, 2009). As per my point of view, there is a lack of strategic perspective and relevant models to discern the association between business strategies and knowledge oriented technology. It is intuitive that the organizations having a clear understanding of strategic issues, its product, technology, consumers, and markets, to perform well in comparison of its competitors.

### **3.3 Integration of Knowledge management strategies**

To facilitate effective knowledge management practices, the organizations must concentrate on addressing the knowledge framework, knowledge initiatives and knowledge environment. Strategies and knowledge are generally not integrated by most of the organizations that harness business performance. Knowledge is considered an asset equal in importance to equipment and money. It is generally believed that money and equipment cannot ensure business profitability until and unless it is deployed and utilized in an effective manner. The utilization of production factors depends upon the knowledge level of the entrepreneur along with the identification of skilled professionals to manage the product, people, and process. These essential elements are helpful for business organizations to cultivate positive business outcomes. KM strategies are intended to secure the knowledge management and its efficiency to ensure the effectiveness of people, process and product. As an essential component of business strategy, the knowledge framework is comprised of data, knowledge, information, principles, incremental environment, knowledge processes

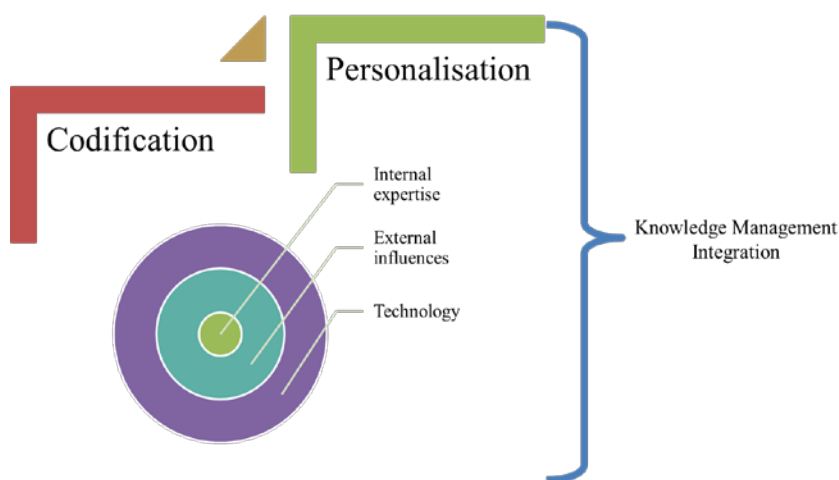
and knowledge environment. The knowledge environment consists of factors such as people, technology, roles, leadership, and culture. Knowledge frameworks help managers to identify the level of understanding and information possessed by professionals and employees associated with the organization. Knowledge initiatives consist of patterns including mentoring, leadership training, sharing of knowledge, competitive intelligence, records management, workplace design, collaboration, recruitment, and email management (Callahan, 2016). In my opinion, without wasting time to study the competitor's activities, business organizations should work on enhancing existing knowledge. The integration of knowledge framework, knowledge strategies and environment could be effective in enhancing the organizational performance. Therefore, it can be inferred that the KM strategy must emphasize actions that could ensure fruitful business action that can ensure business effectiveness by ensuring organizational competitiveness.

Disposable knowledge and its exploitation require organizations to be strategic in their approach (Biloslavo and Zornada. 2005, 2005). The decision to use disposable knowledge or to acquire new knowledge is determined by the needs of the organization as well as external factors such as competition (Biloslavo and Zornada. 2005). Similarly, the selection of KMS is also determined by these two factors, related to the acquisition of new knowledge or usage of already existing intellectual capital or knowledge assets. Strategy is important because change can have both positive and negative outcomes on employee adoption of KM initiatives. Organizations must leverage their existing knowledge assets with competitors to understand or identify knowledge gaps (Biloslavo and Zornada. 2005). Many organizations often fail to successfully execute KM initiatives or to meet the expectations of the organization. This can be attributed to the fact that codification and personalization strategies are not often used in collaboration, but rather independently of each other

(Hansen, 2002). KMS allows organizations to map out their internal expertise by making them more visible and accessible; establish mechanisms of managing existing knowledge and create networks and facilities that enable the effective sharing of existing and acquired knowledge. Therefore, based on this, it is important that each organization understands which strategies work best for them, which will leverage the organization against competitors (Drucker, 1999).

According to Hansen (2002), organizations that use either one of the strategies as a dominant focus and the other as supportive, can have effective KM initiatives. Further, this model reiterates the fact that each organization must tailor its KMS to its business goals and in response to both internal and external factors that directly affect the organization's business processes. For example, organizations that focus highly on the usage of existing knowledge assets depend largely on a positive organizational culture and technological facilities that enable codification, storage, and usage of knowledge in the organization. Organizations that want to acquire new knowledge assets utilize technology to source for knowledge and information on competitors. This shows that each organization is unique, and their knowledge needs can also be unique. Moreover, in multicultural organizations, barriers presented by communications and diversity can hinder KMS. In these organizations, technology works as a stakeholder strategy for other KMS and can help to contain employees that differ in culture and languages. Bettiol and colleagues (2012) pointed out that the codification and personalization strategies may be interesting to evaluate in service driven organizations such as in the hospitality industry or hospitals. Thus, the integration of KMS is a major factor for KM productivity. First, KM is depend on codification, which needs the technology strategy; then it is also reliant on on personalization. Both internal and external factors influence factors. Codification helps the organization in storing unique knowledge; personalization causes the flow of tacit and explicit knowledge, resulting in

knowledge creation. Codified knowledge can come from external sources and must be integrated into the organization's own knowledge resource to improve effectiveness. This interaction (figure 8) shows that there are three core components that influence knowledge creation as part of the two strategies of knowledge management (codification and personalization) as depicted here. Knowledge is personalized over time through experiences and gaining tacit knowledge. This tacit knowledge can be codified so that it can be used and reused throughout the organization, so that it becomes organizational knowledge. External factors influence internal expertise, so that through learning from such perturbations or changes from the outside, new knowledge is created. Technology plays the role of facilitating knowledge flows. Knowledge management integration involves the combination of codification and personalization strategies of knowledge creation, combined with technology and external influences in the total management of organizational knowledge. This not only improves organizational knowledge assets, but it influences how new knowledge is created and shared; and how this knowledge can be used to improve organizational performance and over time to gain competitive advantage. Knowledge management integration can enable organizations to be more innovative, and innovation is the currency for competitiveness in the organizations of today.



**Figure 8.** Knowledge management integration, its dependence on the identification of organizational knowledge assets, external moderating factors that influence the organizations and the tools that influence the extent of knowledge creation, storage, and usage. (Source: Bettioli et al 2012, chart created by the author).

### **3.4 Enablers of Knowledge Management in Organizations**

Organizational KM support systems are the relation between various factors in the organization that enable effective KM. As mentioned above, workers bring with them a range of skills, experiences, and ways of doing things that must be integrated into the organization. Bringing skills and experiences from previous environments and organizations means that they also bring about different work culture and styles learnt in these previous workspaces. It therefore becomes quite apparent that there is a need to initiate new employees into the culture of the organization to align them to the strategic objectives of the organization. The leadership of the organization does this through the communication of organizational goals and strategic objectives. However, more is required in the way of changing the employees' thought patterns or mental models about knowledge and knowledge exchange. The organizational mission and vision are the first line of communication where the employee understands their organization and what it stands for, and uses this to understand what role they play in helping the organization to reach these strategic objectives.

Knowledge management support systems are required in an organization to determine and specify the organizational goals. It allows an organization to customize its business process and is helpful in selecting the initial prototype and selection of specific knowledge management platform. An effective KM support system connects people with business processes with increased efficiency. Business operations integration can be easily facilitated by the KM system by utilizing past performances and lessons learned in terms of decision making and, by program planning and organization can capture, apply, and share the knowledge at both inter and intra organizational platform. The KM support system facilitates connectivity of people with accurate, relevant, updated, and timely information. It

helps in development of knowledge that is generated by staff to enhance its expertise in the designated work (Hansen, 2008). This article can be criticized in terms of failing to define the basic KM support system that can be devised in an organization to integrate multi-cultural knowledge. Therefore, in response to this article, a question might be raised regarding the effective and efficient KM support system available within the organizations.

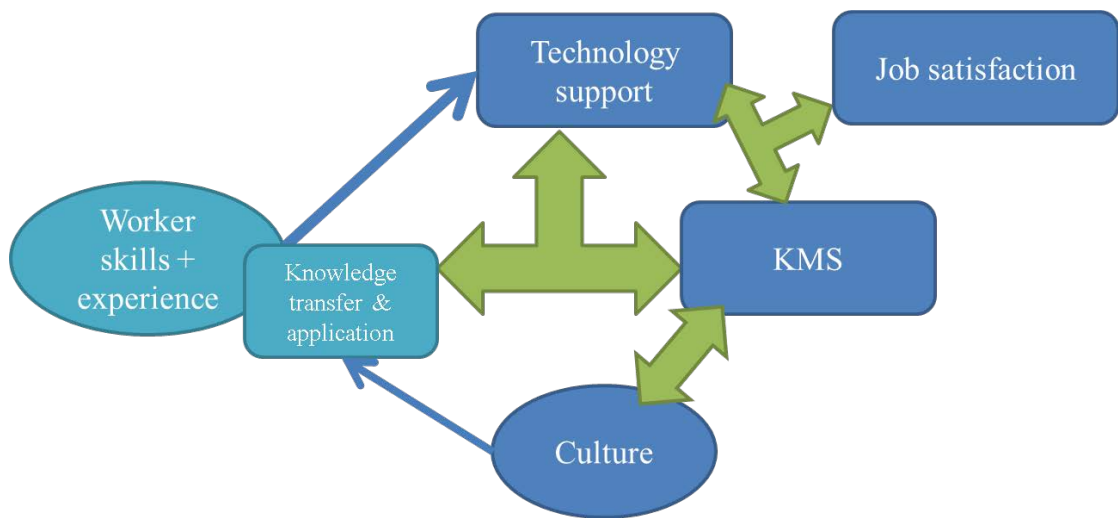
The ability to disseminate information to enable knowledge creation depends largely on human interactions. Moreover, knowledge is at the core of the human interaction (Alavi & Leidner, 2001; Aktharsha, 2011). Organizational culture creates an identity that all employees identify with, and on this basis a level of loyalty is created (Coukos-Semmel, 2003). Consequently, employees develop a shared vision based on a sense of belonging and inclusivity which leads to the employees showing high levels of trust, motivation, and high adaptability. This leads to high levels of sharing of skills, knowledge and to learning from each other (Lee & Choi, 2003; Mofett et al. 2003; Syed-Ikhsan & Rowland, 2004). The multicultural employee has his or her own core values that can either be open or resistant to change. These core values are more changeable when they match that of the organizational context. The extraction of tacit knowledge which employees bring with them is harder than the explicit knowledge that they will be easily able to access in their new work place<sup>9</sup>. We can see that internal motivations to share knowledge influence the flow of knowledge. Sharing tacit knowledge is influenced by people's values and core beliefs as well as norms and culture; while both internal and external motivations influence the sharing of explicit knowledge. It would then appear that the interactions are then critical to KM initiatives' success in multicultural organizations; where, behavioural interactions, coupled with internal and external motivators, influence KM. Engaging with employees through the

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<sup>9</sup> The process of socialisation increases the need to share experience and deep knowledge once trust is built (Mofett et al. 2003), which is extremely necessary in multicultural organizations



expression of organizational mission and culture, imprinting behaviours, can, therefore, improve KM in multicultural organizations. This further supports my contention that extraction of diverse knowledge from a multicultural group of people requires communication and then supportive technology systems to ensure effective use of knowledge (Figure 9).



**Figure 9.** The relationship between KMS and Job satisfaction with the integrated support of culture and technology as enablers.

### 3.5 Organizational Knowledge Management Enabling Systems

Knowledge based work is getting significant appreciation in large organizations. Activities such as knowledge transfer, use and consequences results in knowledge mobilization. Researchers have found the existence of a gap between the roles and responsibilities in the knowledge mobilization (Venkitachalam & Bosua, 2014). This study was conducted in the context of three multi sector organizations. The study contributed in finding that knowledge management systems can be enabled through the involvement of five major participants. These participants allow the collaboration and cooperation among the team members to devise knowledge mobilization strategy. This research study can be

criticized in terms of lack of explanation of regarding the association of each participant with knowledge management. As per my point of view, the organizations are required to explore the roles, responsibilities, and values of the knowledge mobilization enablers.

Accordingly, four major enablers are recognized in this current study:

**People and proper use of technology:** Information technology and people are interlinked.

People utilize technology to enhance their communication abilities, and without proper utilization, understanding and acceptance, information technology may not be effective in KM. Technology can be used to harness knowledge that is intangible (tacit) and effectively utilize disposable knowledge (Bolislova and Zornada). According to Aktharsa (2011), knowledge resides in the knower and the user, and therefore KM and supportive use of technology should be focused on accessing knowledge found in people more effectively. Moreover, people may tend to hoard knowledge for various reasons, which may nullify technological efforts of KM. How people use technology and accept it as supportive mechanisms for daily knowledge sharing and use depend on on the culture of the organization regarding leadership, the learning abilities of employees, openness and communication levels, and the degree of socialization in the organization (Bilosova and Zornada).

**Reward and Recognition policy:** Social interactions among employees in the workplace are not easy to establish. These interactions are critical to building the intellectual capital of the organization from the know-how and know-what that is specific to everyone (Davenport et al. 1998). These intangible knowledge assets can be lost, but when effectively harnessed can improve organizational performance (Davenport, 1999). There is a high value placed on knowledge sharing and socialization in the organization because it can lead to knowledge creation and innovation, which are the measures of organizational performance.

Organizations incentivize knowledge sharing by implementing reward and recognition policies (Mahapa, 2012); to overcome communication barriers that often result from differences in culture and language (O'Dell and Hubert, 2011).

Reward policies have been shown to be effective in retaining organizational knowledge by decreasing employee turnover and increasing employee motivation, leading to the creation of new knowledge, and building on the organization's core competencies (Mahapa, 2012). The bigger the rewards, the more employees showed interest in the innovative outcomes of the organization, also the higher the level of commitment to the organization and its success (Mahapa, 2012). Incentives may become more important in multicultural organizations due to the difficulty that is imposed by poor communication levels as a direct result of cultural differences and language diversity which may be a barrier to knowledge sharing. Lack of trust can also be high in such type of organization, resulting in knowledge hoarding, lack of employee accessibility, and potential loss of knowledge due to poor employee retention. For these organizations, the importance of effective communication cannot be overlooked.

**Training and Development:** Organizational learning refers to the ability of employees to use external and internal knowledge to respond to changes in the external environment that affect the organization such as competition and changing markets. By learning, organizations develop their competencies to gain competitive advantage or to increase organizational performance (Alavi & Leidner, 2001). Furthermore, learning promotes a culture of sharing, and effective codification of knowledge, using technology as a supportive strategy. Training and development of employees further adds to their ability to acquire knowledge to create new knowledge (Mahapa, 2012). KMS give a stronger focus on organizational learning by developing a learning culture and enabling the alignment of KM

activities to the organization's strategy and mission (Skimmer, 2000). By placing high value on organizational learning, organizations can readily adapt to unexpected changes and fluctuations in the external environment.

**Communication/open door policy:** According to Nonaka and Takeuchi (1995), highly successful organizations are characterized by well-established communication channels characterized by openness, trust, and high levels of socialization. In these organizations, employees are made aware of their integral role in the success of the organizations. The employees are highly competent, creative, and innovative largely due to the ability to acquire new knowledge and fine tune old knowledge through various modes of interaction between employees and management. In addition, management or the leadership of the organization improves communication by sharing the vision and strategic focus of the organization with employees (Mahapa, 2012). By so doing, the employee is empowered to identify with the organization's mission and goals, and to align themselves with this. This further adds to employee retention. This type of strategy can transform multicultural organizational success and overcome many of the barriers that may lead to poor use of knowledge assets in the organization.

### **3.6 Structural Organization and Processes**

Structural organization and processes ensures the breakdown of job responsibilities and structure. It helps the organization to identify the physical and personnel resources that could assist in fulfilment of organizational goals. Structural organization process is used to delegate the authorities to the management. Structured process helps the individuals and management to minimize the complexity and confusion related to the work as it provides hierarchy to management and define the functionality in an organization (Montana, 1993).

The structured organization and processes helps an organization to assign duties and responsibilities to employees and helps in retaining a talented and skilful workforce. Through structured organizational process, the organizations can effectively define the objective and interlink the individual goals with the organizational goals. It could be effective for an organization to reduce the termination rates, loss of jobs and could be effective in maintaining the control and monitoring process.

The role of KM process, which is creating, transfer, storage/retrieval, and application/reuse of knowledge (Alavi & Leidner, 2001), can support the flow of knowledge through the various divisions in the organization. According to Coukos-Stemmel (2003) codification of knowledge is important as a structural organizational process because it allows knowledge to be structured and easily moved around. However, this knowledge is also available to external users such as competitors and therefore may limit the extent of uniqueness or reduce the core competencies of an organization. At the cost of competitive advantage, organizations may have to decide how much they want knowledge to be diffused in the organization. This decision is determined largely by specific individuals or teams assigned specifically or generally to KM (Figure 4). Organizations have recently created specific KM roles to ensure that decisions about knowledge acquisition and application to arising problems can be dealt with on a specific level (Percin, 2010). In multicultural organizations, tacit knowledge is hard to access and various KMS may need to be implemented to improve the processes of knowledge creation and transfer (Maier and Remus, 2002). This is because the strategies adopted in an organization affect the KM process at individual, group, organization, and inter-organization level (Boisot, 1998), and the lack of alignment of KM strategy and KM process can lead to failed KMS (Bosua and Venkitachalam, 2012). To reduce termination rates and knowledge losses, as well as the

lack of knowledge flow through reduced communication among the structure, a KM strategy that ensures the linkages despite divisions is critical.

### **3.7 Conclusion**

From the above discussion, it can be inferred that KM strategies can ensure organizational effectiveness. It was identified that knowledge management strategies help in execution and management of knowledge support system in an organization. The strategies can be formulated to achieve both short and long-term objectives. In an organization, KM strategies help in formulation of strategic goals and identification of profitable investment avenues. The myth related to knowledge based strategies was denied and rejected by the previous researchers. The researchers proposed that KM is not just restricted to information technologies rather it helps in integrating with the other key functions and organizational activities. KM strategies help in optimizing and integrating the people, process, and technology for maintaining smoothness in the internal and external organizational operations. KM is equally important and essential for the organizations to develop marketing strategies, introduce new products and services, human resource management, diversification, and expansion. Though the literature fails to provide scientific proof regarding the applicability and validity of KM, some authors tried to integrate statistical tools to relate the organizations factors with knowledge management and organizational performance. Therefore, it can be concluded that KM strategies help in improving the innovation, growth, and profitability of the business firm along with enhancement in business process and excellence. It helps in integrating the implicit and explicit knowledge and enhances the internal organizational strategies.

I would like to posit that improving job satisfaction can improve employee performance which will improve organizational performance. Using effective KMS as supporting and enabling systems such as proper incentives and rewards will improve trust and foster cohesion and sharing culture among employees from diverse backgrounds. Most studies also show that there is a link between job satisfaction and performance at both the individual and organizational level. Studies also suggest that effective knowledge management strategies can improve performance of the organization and allow the organization to harness knowledge and apply it appropriately. These studies miss the point in that they overlook the human element at play here. Social interactions between people lead to knowledge creation through the exchange of information between them. This is where the innovation lies.

Many organizations do not focus on employees and building relationships with employees to strengthen job satisfaction. A balance should be reached so that multicultural organizations can be successful through the effective use of the knowledge in their employees. Job satisfaction. One important reason behind people choosing to commit to KMS policies is their job satisfaction. Low job satisfaction is behind employee high turnover and knowledge loss, and may remain stuck in such a vicious cycle until they collapse. Therefore, job satisfaction in the multicultural environments can contribute positively to organizational efficiency.

## **CHAPTER 4: An Overview of Job Satisfaction and Knowledge Management Strategies in Multicultural Organizational Hospitals**

### **4.1 Introduction**

Job satisfaction is an important factor in retaining a skilled and talented workforce. It not only enhances organizational commitment and loyalty but also contributes significantly to organizational success through employee productivity. It has been said that organizations that have happy employees outperform their competitors by 20% on average. This is a significant amount and highlights the important role that employees play in an organization. Though job satisfaction is the innermost concern and it is difficult for the organization to measure in quantitative terms, it is a multi-factor construct and is influenced by many variants. However, job satisfaction is more personal, and difficult to measure because of this. When the organizational factor does not impact the employees positively then, it results in job dissatisfaction. Poor environment, unstructured organization, hazy working conditions, lack of cooperation and team member conflicts result in job dissatisfaction. Job satisfaction enhances the operational efficiency among the employees and thus, they perform their tasks seriously and more productively. Hence, it can be inferred that job satisfaction is essential for an organization to keep operating effectively. Job satisfaction can be linked to motivation to perform work or certain behaviors in the workplace which will contribute to organizational performance. Individuals usually look for their own personal value in the organization and then to the value of the organization itself. It is therefore important to understand individual motivation to gain satisfaction in the workplace and to contribute to workplace success by working effectively. It is difficult to ensure job



satisfaction among employees and it can have adverse effects on motivation to work and ultimately performance in work (Organ & Konovsky, 1989).

People attach value to certain aspects of their job that bring them meaning. What they expect at the workplace and the standards to which they must adhere can negatively affect them. Three main components that can have an influence on job satisfaction have been identified; these include individual factors such as qualifications, skills, and experience; social factors such as inter-worker relationships in the workplace, leadership style and communication, and lastly cultural factors such as values and beliefs among different cultures in the workplace. In addition, since employees work within an entity, there are organizational factors such as the HR policies, rewards and procedures, employee relations and supervision, and organizational structure; then the environmental factors that can influence broadly the organization and filter down to individuals such as economic fluctuations, market drivers, governmental contribution and control, as well as cultural variation in terms of social changes in the external environment. People may be more dissatisfied with their jobs when there is a growing threat and uncertainty that they cannot control.

Having effective enablers to improve inter-worker relations within the workplace can also influence job satisfaction. KMS, particularly technology strategy can play a role in facilitating workplace satisfaction for all employees by improving access to knowledge and breaking down communication barriers. Communication and access to knowledge are critical factors in the current workplace scenarios and influences how employees can do their job. Therefore, identifying the correct strategy for the workplace will contribute to how managers effectively manage their employees while allowing them to be effective in their jobs.

## 4.2 Relationship Between Motivation and Job Satisfaction

Motivation in people is driven by many factors that influence their behavior or willingness to work towards achieving a goal (Wregner and Miller, 2003; Fuller *et.al.* 2008). People can be motivated to improve their personal life when they perceive the value in doing so. The value proposition or perception is also driven by the amount of need that they have. Motivation results from a mix combination of internal and external drivers to achieve or fulfill some goal or achieve a specific reward. Considering the workplace, it is not easy for a manager to have a cohesive structure without getting everyone to work together and to follow the leadership of the manager. People need to be motivated to do so and work together effectively. If employees do not like the leadership style, the content and design of their work, they may have negative feelings towards the workplace and be less cooperative. This will result in poor performance across the whole organization. Therefore, it is very important to understand what drives people to perform well in the organization, and how to align them effectively towards reaching the objectives of the organization. To do so, employers must understand the triggers that cause people to be motivated and the force that directs the behaviors they exhibit.

People are excited and motivated by tangible rewards that add immediate value to their lives such as bonuses, salaries, benefits and promotions, recognition of services and good work conditions that provide enabling support. The more intrinsic motivators such as individual recognition, career advancement, training opportunities and recognition by seniors can lead to satisfaction and improved performance on the job. The motivation at the workplace varies depending on individual perception of intrinsic and extrinsic motivators. Several theorists have explained motivation and factors that drive motivation in people in a positive and negative way; while considering how these can be attributed to success in a

work environment. We can acknowledge that people are different and have both internal and external drivers that motivate them to do certain things. This ultimately affects how they contribute to organizational success. This is also influenced by organizational culture and structure, including openness and communication within the workplace.

### 4.3 Theories of Motivation

There are four current theories of motivation that relate to motivation in the workplace and job satisfaction. The theories point to specific motivators that improve employee satisfaction and whose absence can cause dissatisfaction. They also posit that not all motivator factors can lead to motivation (Lynne, 2012). The leading theories are discussed below:

#### 4.3.1 Maslow's Hierarchy of Needs (Content Theory)

Maslow's hierarchy of needs theory posits that the basic needs of an employee or individual must be met for them to be motivated. When these basic needs are not met, it can lead to high levels of dissatisfaction and therefore lack of motivation (ref). Maslow's hierarchy has five components:

- **Physiological needs:** Survival, food, water, and shelter
- **Safety:** Security, financial stability, good health
- **Social:** Friendships, meaningful relationships, love, affection, belonging
- **Esteem:** Self-esteem, self-respect, prestige, status, respect of others, confidence in self and in others
- **Self-Actualization:** Desire to achieve one's dreams, goals and ambitions, growth, advancement, creativity

#### 4.3.2 Herzberg's dual-factor Theory (Content Theory)

This theory posits that individual motivation is driven by two main factors: motivation factors and hygiene factors. Motivation factors are those that ensure that an individual is happy and satisfied, improving motivation. These can include recognition of their achievements in the workplace and opportunities for career advancement. Hygiene factors can lead to lack of satisfaction if not met.

- **Motivation factors:** Recognition, career progression and growth, training
- **Hygiene factors:** Salary, benefits, communication and relationships, leadership roles

#### 4.3.3 Porter and Lawler Expectancy Theory (Process Theory)

This theory posits that people are motivated when there is a reward attached to the end goal, when they know that they will get a reward. The motivation will also depend on the extent to which they have placed value on this reward. In general, this theory states that ability and effort influence performance. Effort is influenced by the value placed on the reward to achieve the outcome and the probability of receiving the reward. Once performance is achieved and the reward is received, this will lead to satisfaction. The theory has 3 components:

- **Expecting:** Expectancy is based on the difficulty of the goal to be achieved, their own abilities and confidence in conducting the task and the expectation that they will complete the task and gain the valued outcome.
- **Instrumentality:** The factors that motivate for performance based on the knowledge that you will receive your reward when you receive certain performance expectations.

- **Valence:** The amount of worth and value some individual places on the reward being offered when meeting performance expectations. When this is not met, it may result in individuals not being motivated to do tasks given to them.

#### 4.3.4 Three-dimensional Theory of Attribution (Process Theory)

Attribution is the act of attaching meaning and value to our and other people's behavior. This theory posits that it is important to assess employees and their performance and to give them appropriate feedback. Positive feedback will enhance motivation and satisfaction, but negative feedback may be a setback and require specialized approach to make it positive. In other words, more positive criticism is better. This theory has three main elements:

- **Stability:** The sense of attribution comes from how the individual perceives themselves and how they think others perceive them.
- **Locus of control:** What are the internal and external factors that drive this attribution?
- **Controllability:** How controlled was the situation that drives that attrition.

#### 4.3.5 The Hawthorne Effect (Process Theory)

This theory posits that there is a strong influence of physical environments on the productivity of employees. The theory suggests that when employers spend time observing their employees to keep them accountable, it will increase productivity and motivation to complete tasks. However, this can be viewed negatively because outcomes may be driven by fear instead of positive motivation. It may create hostility and resentment towards the employer.

These theories all point to a common theme that there is a relationship between how employees do their job i.e. performance, and what motivates them to that job. While some focus on the individual, others focus on the importance of receiving recognition for the work, as well as offering appropriate rewards and benefits to keep employees satisfied and motivated. These factors are critical in multicultural organizations where people have different value systems and their motivators may also be different. This can lead to conflict particularly when there are communication barriers. Considering the different theories such as Herzberg's which focuses on hygiene and motivator factors can contribute to creating fluidity in performance in multicultural organizations. Expectancy theory focuses on having appropriate rewards that employees want that they can perform to receive those rewards, the Hawthorne effect also posits the same except that when employees are observed all the time they may become resentful and oppositional to leadership. People do not like to be micro-managed, and instead will likely grow in confidence when given the capacity.

Regarding multicultural organizations, it is important to understand which of the factors contribute more to employee satisfaction and thereby motivation. Multicultural staff from foreign countries often comes into organizations for a short term. These employees must be maximized in performance during their time and possibly in the hope to retain them for longer durations. Considering the theories, which would most apply to multicultural staff in terms of ensuring good performance during the employment period? Theories such as the expectancy theory may be valuable to consider when designing reward systems and aligning them with performance. It would be more important to consider the value system of the individual and ensure these are aligned with what the organization can offer. Designing both motivator and hygiene factors around the individual can contribute to satisfaction and motivation to perform well and to encourage communication.

#### **4.4 Job Satisfaction in Successful Organizations**

Employees' job satisfaction is considered more significant when it is related to organization success. To be successful, it is important for organizations to develop a positive business environment to enhance job satisfaction. Job satisfaction amongst the employees not only enhances productivity but also improves the quality of work. Successful organizations ensure job satisfaction by perceiving and evaluating the need of employees and then, focusing on developing the sense of devotion and commitment for the organization. Successful organizations tend to amplify the employees' devotion resulting in intensified commitment of employees to foster organizational growth. The study suggested that there is a cause and effect relation between the job satisfaction and success of the organization (Naseem, Sheikh, & Malik, 2011).

It is undeniable that the motivation of employees to do their work influences their satisfaction with their job, which influences their performance of tasks by way of their attitude and behavior. Job satisfaction therefore influences the enthusiasm of the employee and their productivity, such that this will affect the ability of the organization to remain competitive and to produce value-added products and services. This brings to question, what is the factor that separates successful organizations and unsuccessful ones when it comes to employee job satisfaction? An integral component to this answer is to first look at the basic level of the organization, which is defining the roles and duties of the employee. The design of the job can negatively affect employee satisfaction if the duties and skills are mismatched (ref). This will not only affect performance, but it will certainly influence the motivation of the employee and lead them to be unhappy, and even to leave their job. If an employee's skills are mismatched to the job, they may get very frustrated; develop a negative attitude towards the work, the organization, and other employees (Mafini, 2013). In the worst case,

the one employee can affect the productivity of an entire production line, with widespread consequences in the organization. Therefore, this is an important aspect that managers must focus on during the employment phases. Organizations that are successful have several key success factors. The first of these is cultivating an organizational culture based on shared values and beliefs and ensuring that those of the employees are aligned with this. This fosters loyalty and commitment to the organization, particularly when employees identify with the mission of the organization (Mafini, 2013). Unsuccessful organizations typically have a strong focus on the customer, but fail to identify the employee as the most valued resource. Improving employee job satisfaction, indirectly improves customer experience, loyalty, and satisfaction.

Herzberg's theory of motivation posits that extrinsic rewards, such as salaries and benefits, are not the most important to employees since they only serve to improve the working condition and remove the dissatisfaction but are not true satisfiers. Instead, employees need something that motivates them to work, such as opportunities for personal growth, being responsible for something important and working with others (Penna, 2007). Essentially, employees are looking for something that brings meaning to them or contributes to something greater and more positive above what they are contributing (Penna, 2007). Several of the most successful companies in the USA are known for having the happiest employees for various reasons (Patel, 2015-entrepreneur.com), e.g.:

- Facebook and Google: These two organizations are very large corporations with a highly competitive atmosphere and an environment that fosters growth and learning. They have great benefits, but the key feature is that the roles of employees are tailored to their strengths. Playing up the strengths ensures teams fit together and individuals are highly productive.



- Adobe: here managers are in a coaching position, offering transformational leadership, and equipping employees with new skills. They place a great amount of trust and responsibility on employees. The ability to buy into stock options further brings loyalty and commitment since employees gain a sense of ownership.
- Southwest airlines: Strong focus on shared vision and mission, which is communicated throughout the organization. After 43 years, the organization still follows this principle and employees feel like part of a bigger picture, and recognize their value and contribution to ensuring the success of the organization.
- Zappos: at this organization, culture is integral to functioning. Employees undergo a culture fit test to find the people who match the culture of the organization. Employees who identify with the organization are often highly productive (Penna, 2007). The core values of this organization are instilled in all employees.

Thus, from this it is clear the employees value three key factors that contribute to their success in an organization and most successful organizations have already tapped into this to some degree. Job security is a recognized priority for job satisfaction, the opportunity for growth and self-development are important to all employees and knowing that the organization has long-term goals and vision, and has strategies in place to achieve these goals while remaining competitive and financially stable is important.

#### **4.5 Job Satisfaction Dilemma in Multicultural Organizations**

Labor productivity is the means of measuring business profitability and success and that is coherently related with the job satisfaction. If employees are satisfied with their job, they feel empowered and motivated to keep working hard to attain individual and organizational objectives. Added to this, social recognition further improves this motivation when employees know that their effort is noticed and acknowledged. But what happens when the employees are not credited for their work? In large-scale multicultural organizations, there is a dilemma regarding rewarding each employee for their work. Such organizations prefer to reward and appreciate the most talented and extraordinary performance since the reward system is based on productivity. Therefore, such organization's policy develops a sense of dissatisfaction among the employees who are not rewarded despite their anonymous efforts and contribution. It is the essence of a multicultural organization to maintain a balance between the employees so that the people are satisfied with their job. Multicultural organizations must restructure their policies to record reasons for turnover, job performance, organizational behavior, employees' health, and behavior. The evaluation of such factors helps in developing strategies for enhancing job satisfaction and organizational commitment. The evaluation will be helpful in estimating negative behavior. The organizations must concentrate on motivating its employees to remain in the company as they might leave the organization and it would hamper the organizational profitability in the long-term (Iden, 2014).

Turnover rates are largely driven by dissatisfaction with workplace conditions and management practices. Multicultural staff are largely coming from developing countries and seeking intrinsic rewards more than any other rewards in the organization. In most of cases, the employees seek to improve their financial stability. How to motivate such workers and

to increase retention while improving their workplace effectiveness is important for the organization. The higher employee turnover, the more it costs the organization in recruitment. The challenge of diverse cultures and different forms of intercultural communication are also a potential setback in these organizations. The inability to communicate effectively can cause a breakdown in information flow, which will affect how work is done along the production line. If this goes wrong, it may affect the entire value chain, which will have dire consequences on the productivity of the organization or its competitiveness. For this aspect, knowledge management strategies can contribute significantly to manage worker-worker interactions and minimize cultural differences in communication. In addition, KMS may provide strategies that enable the communication of organizational vision and mission, and developing a unified culture in the organization. However, it is not an easy task and prior to dealing with it, organizations must first identify and attempt to meet the needs of employees in the organization and then initiate other mechanisms of reward to improve worker motivation as shown in Herzberg's theory of motivation.

Foreign individuals arriving in organizations outside their geographic boundaries, tend to meet up with a culture, language change and to perceive different religions and religious experiences. These undoubtedly affect how an individual interacts with others in a new space. Often, there is a monoculture of people who originate from this environment, who have their own culture and value system and a way of operating within the workplace. Some of these cultures filter into management styles, which may conflict with employees coming in from different environments. There are far too few studies investigating the differences in job satisfaction between monocultural and multicultural organizations. Is there a difference,

and does it have an influence on overall organizational performance? So, what are the drivers for job satisfaction in such environments?

If we look at specific cultures, we can see that there would be differences in the way organizations operate and that the dominant culture of that environment would dominate. The perfect examples of this are Japanese firms that operate in a traditional fashion driven by culture and belief systems that sustain Japanese value systems. In fact, there is very little leeway in the way these organizations operate. Foreign nationals coming into Japan do not receive any special treatment and instead must follow in the way Japanese companies are run. This may be limiting in that people may experience culture shock, even when everything seems to be done with accuracy, precision, and good service. Also, by this culture, Japanese people may also experience some but not be able to pursue individual desires due to the assumption that they should consider the collective always. This may have a strong influence on organizational commitment and on work ethic.

#### **4.6 Job Satisfaction and KMS**

Job satisfaction results in employees' engagement by optimizing an organizational culture that ensures profitability and success, as discussed earlier both job satisfaction and KMS are related with each other and therefore, it can be said that the KMS support enhances or degrades the job satisfaction. Failure of knowledge management system reduces the level of competitiveness and dedication amongst the workforce. Employees generally feel motivated to work on strong IT and knowledge based system as it keeps them updated, therefore it can be said that the choice of KM strategy affects the level of job satisfaction among the employees. The codified KMS is preferred by the employees and therefore, they tend to store, share, and capture knowledge to get appreciated for their work (Iden, 2014). It

is true that the satisfied worker is the most productive ones and therefore, they can support the organization in developing a positive environment. KMS is indispensable to optimizing the employee's satisfaction (Naseem, Sheikh, & Malik, 2011).

#### **4.7 Motivation Theories in Multicultural Settings<sup>10</sup>**

In multicultural environments, there are a variety of factors that can influence how employees perceive their jobs and their workplace, which will affect their motivation and indirectly their job satisfaction. If employees are limited in their ability to communicate, it will lead to significant amount of frustration and dissatisfaction. Having rewards in place is likely to improve the way people communicate and increase productivity and performance. However, if the perceived value of these rewards is low, the opposite result can be achieved. Managers in such environments are looking for methods to improve sharing and communication of knowledge while improving collaboration among employees from different cultural backgrounds. This will prove a significant challenge.

If people struggle to communicate, incentives may cause them to do so. According to expectancy theory, people will perform the task required when they know that they will likely to get a reward and a reward that they perceive valuable. The more valuable and stronger the probability that they will receive a reward, the more likely they will be to improve their promise or productivity. Even so, the value they place on the reward may also influence how they execute the task, or the efficiency with which they perform the given task. With regards to Herzberg's dual theory it will likely be more important to strengthen the hygiene factors such as matching salary appropriately to job specifications and

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<sup>10</sup> The Hawthorne effect and Maslow's Hierarchy of needs are the most in-depth theories that can be applied in the context of multicultural organization improvement

specializations, opportunities for career advancement and better policies and benefits that will aid the employee further. These will likely improve the level of motivation and commitment. Focusing on employee's awareness improves their understanding and the benefits they will receive. For example, having the opportunity for further education and training, will increase prospects for growth within the organization and increase employee commitment. Thus, ultimately it is about the ability to remain committed to the organization while growing the individual and meeting their innate needs.

#### **4.8 Successful Factors of KMS That Leads to Job Satisfaction**

KMS provides leading-edge solutions to the employees to become more competitive. KMS system enables the management to test evaluative, behavioral, and cognitive level of job satisfaction among employees. It helps to identify whether the employees like or dislike their job or they find themselves competent to participate in interesting and challenging work. KMS support system includes factors such as organizational strategy, organizational culture, and leadership style (Iden, 2014). Also, the integration of KM components are enablers and factors which results in effective organizational performance by ensuring job satisfaction. Here, leadership plays an important role as a factor influencing job satisfaction and implementation of KM strategy. In my point of view, researchers must aim to identify the factors and enablers to choosing appropriate KM strategies aligned with the organizational mission. Proper evaluation of implementation factors and enablers would help the organizations address weaknesses that result in effective job satisfaction and that retard growth of organizational objectives.

The personalized strategies identified by the Nouri, Moshabaki, Raissi, & Javadinia (2013) are people, IT, process, and leadership. To formulate personalization strategy, IT is

used to support hardware and software, whereas the process component is utilized to create teamwork structures, ensure participatory decision-making systems, and develop learning oriented training and education systems. People enable the communicative skills, self-confidence, organization affiliation and creation and sharing of knowledge. These factors are integrated by the efforts of leaders who try to develop self-learning attitudes among the employees. The motivation and encouragement of leaders assures clarification of goals to employees. Thus, it helps in formulation of personalized strategy that contributes to job satisfaction (Nouri, Moshabaki, Raissi, & Javadinia, 2013). Therefore, it can be assumed that job satisfaction is positively associated with the KM's personalized strategies.

Personalization strategy is the strategy of internalizing knowledge in the individual. This knowledge can be acquired through tacit or explicit means, which both require the use of technology. Where it pertains to multicultural staff, technology will play a significantly more important role through enabling effective access and sharing of information, then the ability to internalize this knowledge to apply in creating novel ideas. Increasing access and enabling employees to utilize knowledge may improve job satisfaction and develop stronger commitment from the employees. Therefore, this study contributes in stating that the integration of KM system and personalized strategies nurture job satisfaction.

#### **4.9 Applications in Hospitals**

According to Chen (2013), knowledge management practices in health informatics faces a lot of issues in terms of adoption. KM implementation has benefited many industries including banking and retailing and further, it has been applied in the healthcare system. It is expected that KM implementation can benefit the healthcare industry only if it is executed after proper planning and evaluation. KM has changed the culture in hospitals as, it has

affected the way in which patients and doctors interact in healthcare settings. The demand for medical treatment is growing rapidly as populations age. In the context of this increasing demand, it becomes difficult for doctors, patients, and insurance companies to coordinate with patients individually, so where KM tools and techniques have been improved they have advanced the operational activities in the organization. At this stage, the healthcare industry is categorized as handicapped as there are loop holes in the management that results in failure to meet the demand of the general population. In addition, in multicultural organizations, it becomes challenging for doctors and staff to maintain peace and stability in an organization and work in a coordinated manner. This is largely due to the challenges posed by cultural differences which influence the level of engagement (Alhavi, 1999).

To improve the healthcare industry, multicultural organizations are required to adopt information technology to maintain medical information to develop and leverage knowledge based solutions. The solutions can be helpful in ensuring and facilitating collaboration amongst medical institutions and patients. Currently, KM has been effective in improving how the millennials to work in the modern workplace setting and the retirements of baby boomers have embraced the growing need of knowledge management support and system. Knowledge based solutions utilize the integration of business process, intellectual capital, and IT solutions to ensure the organization's efficiency and effectiveness. It helps to secure both implicit and explicit knowledge that is shared with individuals (Chen, 2013). Thus, it can be inferred that the medical professionals can utilize the KM system. Medical professionals fail to structure, capture, and transfer knowledge and therefore KM in multicultural organizations is helpful in analyzing facts, training, analysis, and lessons that develop an individual's knowledge. If KM support system is implemented in hospitals, it would ensure proper maintenance of databases to assist in treatment and diagnosis of



patients. Also, it would effectively document the diagnostic methodologies and organizational policies and procedures.

According to Saito & Murako (2009), knowledge management plays an important role in redesigning innovation in healthcare operations. Knowledge directly impacts the design and layout of the medical industry. Various constraints, performances and comprehensive frameworks have been applied to understand job satisfaction in the hospital industry. Job satisfaction is completely different at the collective and individual levels. Individuals are expected to make efforts to match the organizational goals through learning process. Management by instructions and management by values are the most popular methods that have been applied in the workplace to ensure management competencies. However, to ensure effective adoption throughout, it is important to focus on employees in hospitals and to ensure that the training on the use of new technologies is effective and improves working conditions. Employees in this knowledge-centered environment are the key to effective implementation of any technological infrastructure in hospitals, particularly those dominated by multicultural staff.

Knowledge management is an essential component of management by values that facilitates the competency level in an organization. Complementary approaches have been applied in the healthcare sector to integrate both traditional and knowledge management techniques (Saito, 2009). In contrast to this study, it can be inferred that healthcare organizations have utilized the complementary approaches of KM to ensure operational efficiency. For instance, when an organization fails to organize knowledge management programs and train the staff on modern IT solutions then, they feel ignored and find it difficult to work with modern technology. This further results in job dissatisfaction as people do not find themselves competent to work with the modern tools of KM. In that case,

the criticism goes to leadership and the organization learning process, as they fail to perform a mediating role to enhance organizational performance. Therefore, KM plays an important role in covering the loopholes in an organization by proposing effective solutions.

#### **4.10 Conclusion**

Job satisfaction acts as an enabling factor that affects KM success by integrating the components of KM with the strategy. Job satisfaction is an individual feeling that can be shaped by the transformational and other effective leadership styles. Leaders can ensure job satisfaction through supporting individuals develop a risk-taking attitude and behavior. When people are valued and shown empathy by leaders, they feel empowered and motivated to share innovative ideas and knowledge with the group, which automatically enhances job satisfaction. Job satisfaction can be assured in an organization if the KM component that allows effective knowledge mobilization is integrated perfectly. Therefore, it can be inferred that this study has effectively contributed in defining the association and relationship between job satisfaction and the strategies of knowledge management (Nouri, Moshabaki, Raissi, & Javadinia, 2013).

In a multicultural hospital, most staff are from diverse cultures and work in different roles within the hospitals where they are managed at different levels. Salaries are the main drivers for most of these staff to come to work and often they do not intend to stay in the same position for a long time. Short tenures are a threat to productivity of the hospital because they contribute to knowledge loss. Despite this, while employees are still employed within the hospital, it is critical to ensure that they are sufficiently satisfied with their jobs to be able to deliver superior performance always and to ensure that everything relating to their tasks is running effectively and smoothly and they can deliver on their targets. To ensure

this, most multicultural hospitals are hiring people who are available and skilled for the jobs, but not strongly focusing on their readiness to undertake those tasks. To ensure that these individuals can perform their duties with more motivation, there should be a strong focus on identifying the criteria they consider necessary for improving job satisfaction. This requires the use of effective KMS that can measure these factors for the different categories of employees and enable the hospital to quantify the impacts of poor job satisfaction and to identify corrective measures to improve it. Human emotions are difficult to manage, and so employers cannot be expected to fully satisfy every need for the employees. However, based on Maslow's hierarchy, Herzberg's theory of motivation and other similar models, ensuring job security, that the job offers opportunities for growth and learning, that there is an organizational culture cultivated with the intention to increase cooperation and teamwork, aligned mission and vision and aligned with beliefs and values, and lastly alignment with organizational goals, these are the main factors that will improve job satisfaction in multicultural hospitals, and similar workplaces.

## **Chapter 5: Multicultural Organizations in the Health System of Saudi Arabia: Job Satisfaction and Outcomes**

### **5.1 Introduction**

It is a widely recognised fact that globalisation and the advent of technology has led to the increase in a multicultural workforce across organizations globally. Multicultural organizations produce unique forms of knowledge and innovation, and able to penetrate unique markets and remain relevant in the long term. Despite these benefits, there are some drawbacks. For example, there are challenges of integration and knowledge exchange due to linguistic barriers and cultural differences which affect the way individuals engage with each other. It is important to recognise and develop mechanisms to limit the impact of such negative aspects of a multicultural workforce.

Job satisfaction and KM play an important role in the successful integration of a multicultural workforce, by standardising mechanisms of communication, improve knowledge share and reducing linguistic and cultural barriers. In this chapter the organizations are discussed in relation to job satisfaction factors, to identify linkages between these factors and their role in improving organizations. Particularity within the context of the Saudi Arabian healthcare system.

### **5.2 The Health System in Saudi Arabia**

Saudi Arabia has one of the most rapidly increasing populations in the Gulf (Almutairi and McCarthy, 2012; World Health Organization, 2006). The population has seen significant growth with an estimated 31.4 million in 2016 (Almalki et al 2011). In the past three decades, healthcare in the Kingdom of Saudi Arabia (KSA) has significantly improved

because the Ministry of Health (MOH) has taken it upon itself to incorporate modern systems in the hospitals. According to the World Health Organizations (WHO), healthcare in the Kingdom is ranked 26<sup>th</sup> in the world. Increased access to healthcare services has increased the need to have quality care delivered to the people, regardless of whatever challenges may be faced by stakeholders and staff within the healthcare system. Demand for healthcare has increased rapidly due to the prevalence of more chronic illnesses among the people, which places pressure on the healthcare system. In the KSA, just like the other parts of the world, this demand has led to rising healthcare costs, highly dynamic and epidemic diseases, increasing medical errors and wait times (Syed, 2003). A unique feature is that in the KSA the annual pilgrimage sees millions of worshippers arriving in the country which puts significant pressure on the healthcare system. As such, a dynamic and responsive healthcare system is needed. The government, under the MOH provides the medical care for over 60% of citizens (Aboul-Enein, 2002; Almutairi, 2012). The hospitals within the Kingdom are governed under the MOH, private and government agencies. A total of 268 hospitals are governed by the MOH; this accounts for 60% of hospitals, followed by 23% in private sector and, 17% for defined groups.

The Saudi population is dominated by a very young population and many foreign workers comprised of close 10 million people (Walston et al.2008). This significantly affects the way the healthcare system is shaped within the country (Walston et al. 2008), mainly because public health is provided for free since it perceived as a human right. Due to modernization, common chronic illnesses such as diabetes and obesity have become prevalent and the demands to manage these lifestyle changes are challenging the health system (Syed, 2003).

### 5.3 Issues in the Health System of the KSA

Saudi Arabia before the discovery of oil was a different country, set in tradition, religion, culture, and simple lifestyle. Lifestyle was very traditional with very little technological advancement or infrastructure. After the discovery of oil, very rapid industrialization and economic advancement occurred without any infrastructure in place to deal with this rapid growth. The increasing population size and wealth, and lack of formal educational infrastructure in some fields, especially medicine, meant that the Kingdom had to import expertise to help deal with healthcare service delivery. In fact, the healthcare system infrastructure is well developed despite being so young; but the system's youth means there is a skills shortage to fulfill these functions (Almasabi, 2013; Safi, 2016). As a result, many expatriate nurses, physicians, and technicians were recruited to fill in this need; in addition to employing expatriate professional staff at hospitals, the MOH also employs expatriate nurses and other medical professionals from all over the world to contribute to the improvement of healthcare (Almalki et al. 2008; Nortje, 2011; Almutairi & McCarthy, 2012). The benefits of such staff are short lived as many come on short-term contracts. When they leave, there is often an issue of continuity and knowledge drain creating additional and unnecessary costs, especially in training and settling of new staff (Walton et al. 2008; Almutairi & McCarthy, 2012). Not only does this destabilize the workforce and increase costs, it leads to significant skills loss (Almutairi & McCarthy, 2012). With regards to having Saudi medical staff, there are challenges of cultural norms due to the schedule of medical work that requires professionals to work even overnight, which contravenes some of the social traditions (Almutairi & McCarthy, 2012), especially for females (Almasabi, 2013).

Saudi Arabia is a monoculture nation and challenges in accepting people from other nations stems from the poor exposure to these nations before the oil discovery (Almasabi, 2013). Both foreign workers providing care, and patients receiving the treatment face challenges. To overcome language barriers (Atallah et al. 2013), hospitals in the KSA make use of both formal and informal interpreters to assist expatriate staff in managing patients (Almutairi, 2012; Safi, 2016). However, this can cause confidentiality and privacy issues, which contravene the patient-doctor confidentiality relationship (Jareg et al. 2006), as well as some of the cultural norms observed within the KSA (Almutairi & Gardner, 2012). Moreover, the language barrier also compromises health delivery to the people of Saudi Arabia (El-Gilany & El-Wehad, 2001).

Quality of care is important in hospital systems and can influence patient satisfaction (Orzano et al. 2008). The challenges of health care in the KSA are growing and the health sector must utilize knowledge management platforms efficiently to deal with these issues as well as demand for care (Almaki et al. 2011; Omer, 2012; Khalifa, 2013). The ministry has introduced total quality management to ensure quality care is delivered to the people in a measurable form (Almalki, 2011). Being a new tool, it has not yet been effectively implemented in the hospitals. In addition, a Saudization program, has also been implemented to increase the number of Saudis employed within the healthcare system. Many Saudis are also increasing their education and participating in the Saudization program. As such, there has also been an increase in the number of colleges and training institutions to speed up the process of increasing the numbers of Saudis in such positions.

Table 1 shows the main issues and exacerbating factors that influence the healthcare system of multicultural organization hospitals within the KSA. The combination of these factors can negatively affect job satisfaction, particularly issues of organizational culture

and linguistic and cultural diversity. These issues might limit interactions between employees, exacerbate the effects of poor knowledge sharing and contribute to knowledge loss through high employee turnover. Mechanisms needed to improve knowledge management initiatives, also require significant changes with regards to organizational culture. One important factor that should be improved is cultural sensitivity as this significantly affects patient satisfaction outcomes. In a monoculture Saudi nation, healing is perceived differently from other cultures and it is essential to integrate the cultural norms and practices into patient care.

Table 1. Issues in the healthcare system of the multicultural organization in the KSA

Issues	Exacerbating factors
Organizational culture	<ul style="list-style-type: none"> <li>• Diversity in work ethic and requirements</li> <li>• Monoculture of Saudi vs multicultural of expatriates</li> <li>• Work experience and style</li> <li>• Discrepancies in rewards and benefits</li> <li>• Lack of knowledge management policies</li> <li>• Lack of cultural change policies</li> </ul>
Linguistic and cultural diversity	<ul style="list-style-type: none"> <li>• Language diversity limits interaction among Saudi and expatriate</li> <li>• Poor acceptance and recognition of other cultures</li> </ul>
Accommodating change and innovation	<ul style="list-style-type: none"> <li>• Adaptation to change in medical technology and innovation</li> <li>• Improvements in medical culture</li> <li>• Advances in information and medical technology</li> </ul>
High employee turnover	<ul style="list-style-type: none"> <li>• Poor integration into Saudi culture</li> <li>• Poor acceptance of expatriates by Saudi-challenges based on nationality</li> <li>• High levels of knowledge and skill loss</li> <li>• Poor mechanisms to record knowledge and transfer skills, also limited by language and culture</li> </ul>
Patient care issues	<ul style="list-style-type: none"> <li>• Linguistic challenges</li> <li>• Poor cultural sensitivity</li> <li>• Challenges in communication, use of interpreters</li> <li>• Compromising sensitive patient information</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Manager and employee relationships</li> <li>• Linguistic challenges</li> <li>• Cultural and religious challenges</li> <li>• Limited use of information technology infrastructure</li> </ul>
Ratio of expatriates to Saudis	<ul style="list-style-type: none"> <li>• High ratio of expats to Saudis in private hospitals</li> </ul>



#### **5.4 Knowledge Management in Saudi Arabian Hospitals**

Unlike many countries with similar type of healthcare sector as Saudi Arabia, the uptake of knowledge management has been very slow. Studies indicate that there is a severe underutilisation of electronic health strategies and national information systems that could help in managing information within the hospitals. In their study, Almutair (2008) shows that there are many electronic healthcare initiatives that have started in several hospitals such as the King Faisal specialist hospital and Research centre (KSUH) where there is a movement from the standard paper based patient record to an electronic one, but there are no linkages among the hospitals and the information is not transferable. Moreover, they state that due to the high turnover of the medical professionals, there is a significant loss of continuity and as such there is no immediate visible change in processes. For those hospitals that do use some form of knowledge management to organize and coordinate activities within the hospital, most of the hospitals have never taken the time to study the impact of KM in performance improvement. Almalki and colleagues (2011) stated that there is no communication or coordination among the different service providers which likely leads to wasted resources and duplication, particularly in hospitals within the MOH. Some specialised hospitals have implemented some electronic information systems, especially private hospitals, and government agencies. It is important to improve knowledge management initiatives within hospitals in the Kingdom to develop a national information system. Managing patient information and exchanging patients requires better use of knowledge management strategies to support the growing demands on healthcare systems in the Kingdom (Nabutete, 2013). According to Nabutete (2013), implementing such knowledge management strategies can help the hospital turn the data that is available into assets to further improve the services provided to the population.

With regards to the healthcare system in the KSA, human capital is really at the forefront of ensuring effective healthcare delivery. However, here the system is largely dominated by expatriates from over 40 countries, who have different cultural and language backgrounds, which also makes sharing skills and working together a challenge. Therefore, there is a need for better and more decisive ways of engaging all the staff so that there is performance improvement at the individual and organizational level. In hospitals, there is a high level of tacit knowledge that requires deep levels of personalisation to ensure sufficient exchange and sharing; however, this is one of the largest challenges found within multicultural settings. Many studies in the field of knowledge management suggest that in such multicultural organizations, other strategies are required to improve the transfer of tacit knowledge to explicit knowledge through personalization. However, since this is one of the major challenges due to cultural barriers, codification strategy has been found to be the most important enabler with regards to knowledge sharing and utilisation in settings where there are barriers posed by language and culture (Mas' deh, 2016). Moreover, the implementation of effective technology infrastructure to help establish codification strategy for knowledge management.

Language and cultural barriers can be overcome by effectively implementing a knowledge management strategy focused on codification via technologically advanced strategies. Knowledge is directly linked to any information or data which needs to be understood and by others, after which it can also be converted to create new knowledge. Most of it resides within people, as experiences and skills, and should be harnessed in such a way that both the receiver and giver of knowledge benefit (Masa' deh, 2016). The MOH has established the National Health Information System with the intention of providing the best quality care to the Kingdom. However, with the high staff turnover of healthcare

professionals, it is a significant challenge to effectively implement the systems. A better strategy is needed. In fact, according to Kasesmap (2014), the short contract time of most medical professionals means that many of them leave without having sufficiently contributed to the knowledge system within the KSA healthcare system. It is important therefore to effectively implement a good codification strategy for KSA hospitals with efficient information technology infrastructure. The benefits of this are that there is likely to be standardisation in the language of use so that with sufficient training, employees may easily code information into a database.

As a country that has placed great emphasis on becoming a knowledge based society and in building a knowledge economy, it is imperative to implement a KM infrastructure that has a strong focus on codification. Alavi and Leidner (1997) in their study focusing on the KMS of 50 firms show that technology is an integral component of KMS, especially in codification of knowledge and improving access to codified knowledge. Even though the MOH has made significant technological advancement, there seems to be a high level of inefficient usage of these resources likely due to the high turnover of specialists and medical staff, and lack of training of Saudis in those skill sets. Therefore, codification strategies can enable the retention of knowledge that would otherwise be lost when expatriate staff leave the hospital (Agarwal et al. 2006). According to Hansen et al (1999), technology strategy is even more important in multicultural organizations. These organizations are characterized by diversity in culture, language, race, religion, to list a few (Ryu, Ho & Han, 2003). Many individuals that are part of the multicultural organization are typically only there for a few years, after which they return to their home countries (Bhuiyan et al. 2001; Thekdi et al. 2010). Thus, there is a low retention of employees, with concomitant employee turnover (Bhuiyan and Islam, 1996). This results in poor retention in the workplace and loss of

knowledge, as well as financial costs to the company (Bhuiyan et al. 2001). In addition, it can be highly problematic when implementing KM initiatives, which will affect organizational performance.

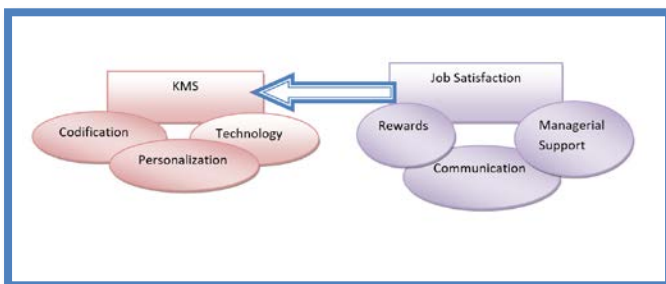
In general, knowledge management strategies are slowly developed and taken up in hospitals in the Kingdom. In the past 30 years, there has been progress towards the implementation of Health Information System (HIS) and Electronic Medical Record (EMR), which have proved to be advantageous in hospitals across the world, mainly in developed countries. As mentioned in the previous section, knowledge management strategies are slowly being implemented into the hospitals in the Kingdom, particularly in the public system (Huryk, 2010). The MOH intends to implement HIS nationwide, and it is believed that with time and effective training there will be significantly more uptake of these knowledge management strategies. Even with these plans, it is undeniable that there are major barriers that are hindering effective implementation and uptake in the different public service hospitals. The short-term nature of most staff makes teaching and the training on these systems counterproductive and expensive. The first challenge is the resistance to use systems such as EMR, particularly in using computers. Lack of knowledge and experience can be overcome by effective training and teaching, but it may be costly due to the high staff turnover which may explain why the uptake of such systems is so slow. Huryk (2010) found that in Saudi Arabian hospitals, the lack of implementation and poor usage of the EMR was because most healthcare workers, particularly nurses, was influenced by socio-economic status such as proficiency in English, education status and computer literacy. The older generation of healthcare workers least preferred the EMR, instead choosing the paper health record. With such demands being placed on the workers, the lack of computer literacy may hamper employees and lead to job dissatisfaction if they cannot use the technological tools that hospitals are striving to use. Therefore, it seems that within hospitals in the KSA

codification strategy is very important and the need for using technology to improve this is needed.

## 5.5 Knowledge Management Strategies and Applications in Saudi Arabian

### Hospitals

The skills gap in the Saudi economy has led to the high demand for expatriate staff in the healthcare, resulting in one of the most multicultural organizations. Saudi people have remained relatively unmoved by the influx of diverse cultures within the KSA. However, within the operations of organizations, such an influx can have tremendous repercussions due to the challenges caused by cultural diversity and resistance to engage. Consequently, this may negatively affect any knowledge management initiatives (Almutairi et al 2015).



**Figure 10.** The influence of job satisfaction on KMS within multicultural organization hospital within KSUH

Technology can also provide a means for employees to exchange knowledge and to interact without having to feel challenged by cultural and language barriers. In figure 10, the relationship between the knowledge management strategies of codification, personalization and information technology are related to job satisfaction effects within a multicultural organization. One interesting actor to note that job satisfaction is influence by the culture within the workplace which is affected by diversity, then the role of incentives and rewards is to improve commitment and sense of value among employees. Within the multicultural setting, communication has been shown to be significantly integral in the functioning of the

organization with regards to knowledge sharing access, application and creating. Often, for fear of losing out, most individuals in multicultural settings tend to hoard information, therefore there are mechanisms required to improve the levels of communication. Regarding KM, personalization and codification are critical in the sharing, application, and generation of knowledge. It has been shown that KM when effectively implemented can significantly improve job satisfaction, which in turn leads to enhanced use of KM initiatives.

## **5.6 Multicultural Organization in Saudi Arabian Hospitals**

The KSA is Islamic and follows the principles of Sharia's law which govern all aspects of Saudi culture, as well as the mentality and behavior of Saudi people. Saudi people only speak Arabic, which presents the first barrier to communication for multinationals (Nortje, 2011; Almutairi, 2012). Due to a severe shortage in the labor force post the discovery of oil, there has been many expatriates who are employed in all industries in the KSA (Mahdi, 2009). Bhuian and Islam (1996) showed that job satisfaction among expatriates working in the UAE influence commitment to organization and job retention. The KSA has developed several programs to reform the labor force through training programs in vocational skills such as nursing (Mahdi, 2009), address the high dependence on expatriates (Bhuian & Islam, 1996). Most expatriates are unfamiliar with Saudi culture and often experience culture shock (Hubert, Al Sanea & Patel, 2012; van Bommel, 2012). This also leads to high conflict and misunderstandings (Zakary et al. 2010; Alserahy, Alyoubi & Emary, 2012). It is important to develop strategies to manage these differences, particularly in healthcare services. Thus, organizational culture perceptions are possibly a factor contributing to low retention in multicultural organizations (Bhuian et al. 2001).

In 1938, oil was discovered in Saudi Arabia, leading to a transformation of the entire economy from poor to globally prosperous and attracting an influx of people from all over the world. Social development occurred with increased income among Saudis and opportunities for education and international experience. Despite these rapid changes, no shift was observed with regards to the cultural mindset regardless of the material and knowledge wealth experienced by the average Saudi. In fact, it is likely that mainly people of Arabic heritage are the only ones likely to fit in the monoculture environment, and likely to be most welcome and integrated (Nortje, 2011). This suggests that there was never a time where the kingdom invested in preparing its society to deal with a multicultural workforce and to be open minded towards the world. Challenges of language and cultural integration experienced by expatriate workers are likely due to the less welcoming and rigid expression of a monoculture society that expects all laws to be followed (Mahdi, 2009). Therefore, there is an important place for education in cultural sensitivity and competence on both sides.

### **5.7 Job Satisfaction in Hospitals in Saudi Arabia**

Many studies have shown a strong relationship between job satisfaction and job performance in a range of sectors and from a variety of countries across the globe. These studies point to a range of factors that influence job satisfaction such as salaries, job requirements, opportunities for advancement, and organizational culture to name a few, which influences productivity of the employee and ultimately the organization itself. Job satisfaction is an integral component of a worker's life and influences their decision to stay within an organization and the extent to which they exchange or engage within the organization.

Employees that are satisfied with their jobs are likely to spend time ensuring quality, accuracy, and creativity in their work (Ajmir, 2001; Parveen, 2015). In healthcare, this is important to improve quality of care and overall patient satisfaction. In addition, dissatisfied employees spend much more time planning or intending to leave and are not invested in the organization, and consequently have a negative attitude towards their jobs (Moore, 2002; Parveen, 2015). In nursing, it has been shown that factors that negatively influence job satisfaction often lead to the high turnover rates that are (Kosel and Olivo, 2011), particularly observed in those working in other countries. High nurse turnover negatively affects quality of patient care as well as increases costs to the hospital in terms of bringing in new nurses. As such, it is rather more important to ensure that nurses are satisfied with their job and ensure better retention. In the KSA, one of the largest contributors to nurses' poor job satisfaction and associated high turnover rate was related to lack of organizational support, poor growth opportunities and, to a large extent, discrepancies in salaries. Parveen (2015) states that there is difference in salary scales based on the ethnic group, i.e. whether you are westerner, Far East Asian or Arab (Alshemri, 2014). In fact, Westerners may even earn more than Saudis in some instances in the healthcare industry (Gulf Business Salary Survey, 2015). These differences may cause workplace conflict as well, which may further lead to poor job satisfaction among employees.

There are too few studies investigating the phenomenon of job satisfaction and its drivers in KSA hospitals. It is not effectively measured within the hospital despite all the growing demands on the healthcare services. The hospitals that do measure job satisfaction, but do not use this as an indicator of success or failure because they tend to have a high retention rate among expatriate nurses, particularly from very low-income countries such as the Philippines and India, who can tolerate and adapt quickly to the Saudi environment and



culture. In addition, studies on organizational commitment and its relation to job satisfaction are lacking in the KSA. The one study conducted by Al-Aameri (2004) found that organizational commitment influences turnover rate, productivity, and job satisfaction.

An important part to consider is how knowledge management affects job satisfaction, and vice-versa; and how this applies within the Saudi Arabia context. Kianto and colleagues (2016) in their study show how knowledge management initiatives can be used to nurture job satisfaction, and suggest that job satisfaction significantly increased when KM processes were already in place in one's job and associated job characteristics. Their main finding was that job satisfaction is influenced by knowledge sharing, so that when intra-organizational knowledge sharing was high, job satisfaction was increased. The processes of knowledge acquisition and creation were influenced by appropriate technological infrastructure that enable easy access and application, as well as the processes of knowledge sharing.

Therefore, this study is supportive of the important role of codification in facilitating knowledge access and knowledge sharing. In another study, Saeed (2016) also showed that knowledge sharing as part of KM significantly increased employee productivity and job satisfaction, but both were reliant on technology. An interesting finding was that in the oil sector where this study was conducted, it appeared that there was a risk when sharing knowledge since no reward was associated with it, in fact it limited chances of promotion. Therefore, KM was negatively affected and indirectly so was job satisfaction. Because of this, there might be limitations in that only specific kinds of knowledge can be shared. In a multicultural setting, it might be easier to share some or all knowledge with people from the same culture or those who speak the same language, leading to a breakdown in this sensitive knowledge resource. In the context of Middle Eastern Countries, and KSA, Elwany and Mahrous (2016) show that there is a strong link between KMS and job satisfaction, with

organizational culture having an influence on how KMS are carried out which affects employee job satisfaction. Information technology support was shown to be by far the most important enabler and played an integral part in the implementation of KMS initiatives and ultimately to job satisfaction through improving knowledge sharing, capturing and integration.

The notions pointed to above signify the importance of integrating technology in the KM initiatives within multicultural organizations. Technology infrastructure influences the extent to which knowledge can be appropriately acquired, standardised, applied and integrated within the organization. Thus, KM can enable effective task execution which improves productivity and performance, and ultimately lead to improved job satisfaction. Therefore, within a multicultural hospital, KM can improve how knowledge is shared and not only improve patient care, but enable different members of the staff cohort to work together and generate new and innovative ways of solving challenging health problems. Considering the rapid rates of growth in the KSA, the healthcare system will be further burdened, and more innovative solutions will be needed. Moreover, while there are still many expatriate staff, it would be ideal to find ways to harness the knowledge while they are still within the hospital system.

## **5.8 How Job Satisfaction Implications on Patient Care**

A study that evaluated the perception of job satisfaction among multicultural nursing staff in Kuwait, found that the reward system influenced their job satisfaction, which in turn affected their job performance. The study evaluated the job satisfaction of nurses from 35 countries including India, Kuwait, Philippine, and Arabic countries. Overall, the professional development opportunities affected nurses' job satisfaction available to them,

as well as the reward systems in the hospitals (El-Neizy et al, 2009). In addition, there was cultural segregation with nurses from Kuwait and other Arabic speaking countries earning higher salaries than others. Those from conservative cultures adapted well, though they were dissatisfied with the reward system and isolation in the workplace. Contrary to expectation, the qualification status was negatively associated with job satisfaction. Nurses felt that there are differential incentives for the different cultural groups, and this promotes negative attitudes among staff, which in turn will affect the performance of the hospital. The study found that job satisfaction was correlated with quality of healthcare; nurses who were dissatisfied invested very little in their performance and did not serve happily in their duties. Nurses who were familiar with the host culture tended to be more satisfied with their job and the surrounding environments with regards to lifestyle and customs; therefore, suggesting that cultural compatibility is an important determinant of job satisfaction.

The issue of cultural awareness was also raised by Karouk and colleagues (2013) who state that patient and career dynamics are negatively affected by culture, which can lead to miscommunications and negative interactions. For example, in support of this statement, Almutairi (2012) shares that expatriate nurses were struggling to achieve adequate levels of cultural competence when dealing with Saudi patients. Consequently, communication was a challenge and patients felt that culturally insensitive nurses violated their cultural rights. This often led to poor standard of care as perceived by the patient. However, the conduct of the nurses could also have been influenced by their level of job satisfaction and tied to the level of support provided to them by hospital administration. In contrast, Karout and colleagues (2015) found a stronger association of job satisfaction and poor patient care in younger nurses than older nurses. As Rijamampianina (1995) showed the level of job satisfaction is an outcome of performance, having a shared vision and

culture in multicultural management requires that motivation processes and interaction processes allow all employees to work towards the same goals and competences. The evidence from this study supports the conclusion that poor job satisfaction will affect organizational performance. Aron (2015) further attests to this in concluding that the role of the worker is to promote the values and mission of the employer, and that employees who tend to conduct themselves positively tend to be more satisfied with their jobs and have healthy environments. This is correlated with quality of care and patient safety indicators (Franck et al., 2014). Similarly, Almailam (2005) also showed a strong association between poor job satisfaction and quality of care, where healthcare employees who were unsatisfied tended to not effectively invest in the care of patients; thus, negatively affecting patient satisfaction and loyalty to the hospital.

It is critical for hospitals to ensure the job satisfaction of their employees and to enhance them to improve the quality of service provided to their patients. Considering that no associating between patient satisfaction and nurse's job satisfaction (Aron, 2015), it is even more clear that it is important to ensure a friendly and supportive work environment that ensures positive job satisfaction which will improve quality patient care. Ultimately, if nurses job satisfaction is improved, it means that their task performance (i.e. patient care) will improve with regard to quality and speed. This was supported by Janicijevic and colleagues (2013) who showed that it is more important to understand the elements that drive both employee job satisfaction and patient satisfaction in order to provide quality care. For example, Kieft and colleagues (2014) show that when patients perceive their experience with nurses to be satisfactory, it enhances the nurse's satisfaction and the whole experience creates a positive working environment.

In a good illustration of the relationship between job satisfaction and patient care outcomes, Al-Jardali and colleagues (2009) show that as nurses leave their jobs, there is increasing risk of infection and death among the patients and the quality of care declines, burdening the system as nurses leave and the ratio of nurse to patient increases. In the Saudi context, development of quality relationships among expatriate and national nurses was hindered by difference in languages and dialects (Al-Ahmadi, 2009). These studies highlight the difficulties in maintaining professional and dedicated nurses in Saudi Arabia, where the expatriate nursing tenure is generally the two years allocated by work permits and the employment contract. Tharenou and Caulfield (2010) attribute the high turnover rate to poor cultural adjustment and job dissatisfaction. This is maybe not as generalizable to KSA since most expatriates stay through their contract regardless of the challenges they may face which may cause them dissatisfaction. The poor cultural adjustment may be one factor that influences patient quality of care in the context of the KSA. One of the examples of poor cultural competence is that many nurses do not speak in Arabic while they are serving Arabic patients. This may cause severe problems and create tensions between patients and clinicians if effective and professional communication is hindered, or if patients feel that they are cultural norms are not respected (Almutairi, 2012).

## **5.9 Cultural Sensitivity**

Concerns about cultural respect and safety cannot go unnoticed within the KSA healthcare system. In a qualitative study Almutairi (2012) shows that patients were dissatisfied with nurses who did not know their culture or did not respect their cultural norms. In fact, the patients needed more sensitivity from nurses who did not invest in learning how to deal with people from the Saudi culture. Therefore, it is important to

improve cultural sensitivity, which will also add positively to the work environment of the nursing staff and indirectly to job satisfaction. In Japanese firms, there is high homogeneity in the culture just the same as in the KSA. This contributes to the specific culture associated with the people of the country, their norms, and beliefs including the way in which employees work within organizations. In Japan, there is a strong work ethic among employees and high levels of associated job satisfaction (Wolf, 2013). Employees are considered important assets to the organization and their needs are placed foremost, which in turn causes the employee to contribute and give his best effort to his job (Wolf, 2013). The value system contributes to job satisfaction and long-term commitment, and consequently to improved performance and adherence to the norms and traditions of the workplace (Cheung et al. 2013). In contrast, Saudi culture is strongly rooted in religion and this drives the conduct of all people within the KSA. Workplace conduct in all sectors is connected to the religious value system. In the studies evaluating job satisfaction among Saudi staff in the healthcare sector, it was found that they were least satisfied with their job and this was attributed to the perceptions associated with jobs in the health sector, particularly nursing. It is not surprising that the level of care given to any job will be strongly associated with job satisfaction and other similar hygienic factors. Financial rewards may be more incentive for improved job satisfaction in some cultures, while growth opportunities and support within the organization may be more important in others (Cheung et al. 2013).

In her thesis review, Beuthe (2008) synthesised the cultural differences among expatriates and nationals in Saudi Arabia and other Arab countries with high expatriate numbers. Her focus was on the role of cultural sensitivity in the integration of expatriates with Saudi culture. She noted that there are significant differences in how the socio-cultural

interactions work, so that most expatriates are working within the private sector and have few interactions with nationals in both business and public spaces. However, the key difference is the health sector where there is a high ratio of expatriates to nationals among the staff, likely leading to unquantifiable patient satisfaction outcomes. From this study an important issue emerged that most Saudis perceive expatriates negatively due to their unwillingness to learn their language, Arabic, and to sensitize themselves to the cultural norms and requirements. While expatriates perceive a lack of openness from the nationals. It is important to improve cultural awareness prior to bringing expatriate workers into the Kingdom and also to sensitize Saudis to different cultures without infringing on their belief systems. In order to harness the benefits, it is very important to ensure that there is a clear cultural awareness, which will cultivate higher levels of trust.

If we consider the study above, there will not be sufficient knowledge exchange among the different nationalities. Instead, there will be poor retention of employees and significant losses in knowledge. In fact, it is likely that even with well implemented KM initiatives, it is likely that the usage will be low as a consequence of poor trust and perception of threat from other cultures. Beuth (2008) also stated that there are high levels of self-segregation among expatriates based on nationalities, and also that Saudis isolate themselves from the nationalities that are not Arabic. With regards to the country looking towards growing a knowledge economy, the lack of communication among the nationalities is a significant concern because it signifies that no knowledge is shared among the groups. Instead, it further relates to a paucity of knowledge for improving the integration of Saudis within the workforce that is largely dominated by expatriates.

The only possibility is to improve communication and engagement among the nationalities with organizational contexts. It is the role of the managers to ensure that there

are mechanisms to facilitate communication and knowledge sharing for the growth of the organization. Change has to start at the organizational culture level so that sharing is part of the culture of the organization. This is the only way that we can harness knowledge and ensure significant productivity and quality improvement in the healthcare sector.

#### **5.10 King Saud University Hospital(KSUH)**

King Saud Medical City, formerly King Saud University Hospital(KSUH), formally opened in 1982 and is based in Riyadh, Saudi Arabia; it is one of the largest hospitals and internationally recognised training centres in medicine and surgery. There are many international or expatriate workers within the centre. The hospital's core values include patient centred care, dignity, and respect, pursuing excellence, building value driven organization, investing in state of the art technologies, people and empowering teams, delivering quality care based on Islamic and cultural values (Azanza et al. 2013). There is a strong focus on international recruitment within the city and among other hospitals associated with King Saud University group of hospitals. Despite this, fostering a multicultural work environment is lacking on their stated values. The hospital does not demonstrate that it values multiculturalism in the workplace; furthermore, there is no indication of how they would foster relationships among the multicultural staff.

Salary variation and discrepancies has been cited as among the leading causes of job dissatisfaction among nurses in Saudi hospitals (Parvee, 2015). Similarly, in Kuwait, a study showed that job satisfaction was significantly affected by salary variation between Arab and non-Arab nurses, to which the former earned much higher salaries (El-Neizy et al, 2009). This was shown to promote negative attitudes among staff members and led to poor performance overall, with people from different nationalities also forming silos. Within



KSA, the Gulf Business Salary Survey of 2015 revealed high variation in salaries between westerners, Arabs, and other nationalities for the same jobs; this was especially true in health care. This creates the perception that some nationalities are more valued than others. Even nursing staff that are non-Arabic receive far less than Arabic and westerners in the KSA. The differences in the salary scale can lead to high levels of dissatisfaction and may contribute to high employee turnover. The Saudization program contributes to salary differences by improving the quality of education and training, improving the salaries of national nurses, and providing specialty training (Mufti, 2000). The aim of the high salaries for Saudis is to attract them to such jobs as nursing and other healthcare services which are dominated by expatriates. However, it does not explain how westerners receive higher salaries, even higher than Arabic people (Gulf Business Salary Survey, 2015). In addition to this, there are policies and regulations that enable some nationalities of expatriate workers especially Americans, Europeans and Lebanese people to live in environments that improve their quality of life while they are in the KSA. Many expatriates live in compounds and share space, however, American, European and Lebanese expatriates often live in good neighbourhoods with better allowances, or in specialised compounds that make them feel like at home. Therefore, it is likely that they are highly satisfied with their living conditions, and positively associated with the work environment and job satisfaction.

Regardless of these high salary discrepancies in the health sector, employee turnover does not burden the hospitals. Even the employees that earn lower salaries and live in crowded compounds with no specialised facilities remain in the country and adapt to the system, even though it is different from the culture they come from. They do not concern themselves with the environment and instead the incentives and benefits they receive tend to ensure that they remain within the workplace despite the difficulties or challenges that they

face. Therefore, it is not surprising that Lebanese, Americans and Europeans in the KSA healthcare system do not feel dissatisfied with their job because they receive all the benefit in all aspects. And, for the expatriates from other countries, other soft benefits are not as essential and cannot influence their job satisfaction or their reasons to remain within the Kingdom. Even though they may be dissatisfied with many other factors, likely including their jobs, they choose to remain.

Job satisfaction is all encompassing and includes the living environment outside the workplace, the workplace and the people in it, and the monetary rewards and incentives given within the workplace. For most people, when these rewards outweigh the costs, they can be highly tolerant of the environment, but this does not mean that they will do the job well. Nursing for example, is associated with a lot of engagement with people, serving and helping with kindness and respect. However, if an employee is dissatisfied it is likely that they will portray a negative image or that they would not provide a quality service to the patient. At the KMC, salary ranges are like the national listed salaries and vary according to nationality. No studies have been conducted to assess the perception of job satisfaction among employees within this very large hospital with a high number of international expatriates (Bahnassy et al 2014). The job satisfaction of the expatriate health workers is crucial to retain them and to also ensure quality of care. Standardisation of benefits and rewards is likely to improve satisfaction and reduce negative attitudes towards staff members and patients, which will improve overall hospital performance.

## **5.11 Conclusion**

Job satisfaction is concerned with the well-being of employees both inside and outside the workplace. Employees that are satisfied with their jobs often invest themselves within

the organizations, adhere to the rules and norms, live up the mission and vision, and represent the values of the organization. In the KSA, differences in employee's salary and living conditions can promote negative attitudes towards other staff and towards work, which will negatively influence patient care. In hospitals, Westerners and Lebanese earn higher than other nationalities within the system, and also live in comfortable compounds that increase their level of satisfaction. In contrast, those who do not have the same benefits still remain even though they are not satisfied with what they receive considering the living environment. It is important to standardise the benefits and incentives for all expatriates who do the same jobs or have the same level of experience and skills. In the KSA, it is also important to ensure that the living condition of all the expatriates is also of the same standard, so that there would be less conflict and more investment towards the care of patients. The success rate of the total quality management which is being introduced into the health systems can be improved by ensuring that the hygiene factors that contribute to the job satisfaction of expatriate healthcare workers are improved. This means the provision of rewards and benefits that reflect the skills and task performance of the individual, but also given based on appropriate organizational engagements.

The health system in Saudi Arabia is well developed considering that this is a growing nation. However, there is a limited number of Saudis who are interested in working within the health system. Due to the technological advancement and rapidly developing world, the MOH has invested in the adoption of Health Information System and Electronic Medical Record as knowledge management tools to improve patient care across all hospitals in the KSA. Currently, these systems are not fully implemented due to uptake barriers among staff within the Kingdom, which include poor computer literacy and English language barrier that increase resistance to usage. These systems are important so as to reduce medical errors

associated with the paper medical record. Implementation of new knowledge management tools can lead to poor job satisfaction if employees are not given sufficient training to use the systems. Other factors that contribute to job dissatisfaction include differences in salary levels, which may increase negative attitudes towards staff members. The chapter discussed the importance of job satisfaction and its influence on patient outcomes. Several studies reviewed gave support for the fact that poor job satisfaction negatively affects employees who in turn do not complete tasks, stall or do not serve the patient accordingly. Within the KSA healthcare it was clear that salary levels were a significant contributor to job satisfaction among expatriate healthcare workers, however they were more satisfied with their work environment. Saudis in general were found to have high job dissatisfaction, which begs the question, why? It is likely that under the Saudization policy, there is only a small fraction of the Saudi population that is joining the health care centres such as KSMC.

**Table 2**  
Summary of issues and potential solutions for multicultural Saudi hospitals

<b>Challenge</b>	<b>Solution</b>	<b>Mechanism</b>
Communication	Poor communication means poor knowledge haring, lack of integration	<ul style="list-style-type: none"> <li>• Information technology infrastructure for knowledge management</li> <li>• Reduce cultural and linguistic barriers through standardisation</li> </ul>
Incentives and rewards	Resentment and intention to leave is high. Standardise rewards and benefits	<ul style="list-style-type: none"> <li>• Evaluate employees on performance, skills and experience, knowledge transfer and sharing</li> </ul>
Codification and personalisation	Improve knowledge capture among expatriate and Saudi staff	<ul style="list-style-type: none"> <li>• Increase database development within different hospitals and departments</li> <li>• Information technology platforms for communication, project progress management</li> </ul>
Cultural sensitivity	Place polices in place to improve acceptance of expatriates by Saudi Improve polices for acceptance based on cultural awareness initiatives	<ul style="list-style-type: none"> <li>• Communication of expectations, language and cultural adherence</li> </ul>
Patient care outcomes	Reduce the patient and physician conflict based on different understanding of culture and norms Improvement of complete Quality of care.	<ul style="list-style-type: none"> <li>• Reduce reliance on interpreters to reduce violation of patient and physician confidentiality</li> <li>• Establish electronic record that enables the use of newer and better technologies in patient management</li> </ul>

In summary, it is essential to integrate multicultural staff within Saudi hospital to continue to retain knowledge and ensure the generation of new and innovative forms of knowledge (Table 2). Effort should be made to integrate information technology in the hospitals to improve patient care and employee task performance. In addition, technology can be used to standardise knowledge, so it can overcome barriers posited by culture and linguistic diversity.

## **Chapter 6: Literature based Case Study of Job Satisfaction and Knowledge Management Strategy**

### **6.1 Introduction**

Case studies are considered robust methods to acquire deep details on a topic of interest (Powell et al. 1996; Zaida, 2007). The lack of a well-define methodology for this kind of research is said to be one of the biggest criticisms for this kind of research (Zaida, 2007; Baker, 2010). In fact, the case study method is extremely underutilised, particularly in studies aiming to understand quality improvement initiatives and the contextual operations in which innovation occurs (Baker, 2010). The case study approach can be based on case points in live context where the interpretation is based on the perceptions of the participant. The methodology allows for the use of multiple sources of evidence and in review of former case studies (Schell, 1992). The latter refers to what we define in this study as a literature based case studies.

A literature based case study refers to the review of former studies which used both qualitative and quantitative approaches to address a phenomenon like what is investigated in the current study (Schell, 1992; Zaida, 2007). Investigating these reports and outcomes in past studies allows for even deeper exploration and understanding of complex issues, motivational drivers of behaviour and allows for some generalisation of findings or placement of study findings into a global context (Zaida, 2007). In the case of this approach for the current study, using cases in the literature to match point the current findings is important. This study aims to show the importance of considering job satisfaction factors in improving knowledge management integration through knowledge management strategies. Consequently, this approach will enable the researcher to provide more holistic and deep explanations of the social and cultural contexts in which KM and job satisfaction can be linked within a multicultural context. Such information and deep links could not be made only using statistical approaches using quantitative data, which are limited in providing a

behavioural and social context for certain outcomes. In addition, using these literature case studies of previously conducted research, we can generalise the outcome of this study to other situations.

## **6.2 Significance of Case Selection**

The cases below are selected based on their ability to address the concept of knowledge management and job satisfaction within a multicultural hospital setting. The cases illustrate the similar problem of job satisfaction and its drivers in a multicultural hospital setting, as well as management improvement with regards to ensuring that effective knowledge management policies are in place to ensure that employees align themselves with organizational objectives with regard to innovation management. In hospitals, knowledge is at the core of quality patient care and the development of new and improved methods of treating challenging epidemics and chronic illnesses. Without using collaborative approaches in solving these issues, and without integrating technology in knowledge management, it will remain an eternal challenge to resolve issues within the environment.

## **6.3 Selected Literature Based Case Studies**

### **6.3.1 Marsh Inc. Case Study Analysis <sup>11</sup>**

#### **A Knowledge Management Case Study in Developing, Documenting, and Distributing Learning**

Leadership and culture play an integral role in the sharing and dissemination of knowledge, as well as the effectiveness of KM initiatives (Holsapple & Joshi, 2002). The main factors that must be considered are the organizational learning structure, technology enablers, organizational strategy and culture. Culture is critical to the adoption of KM

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<sup>11</sup> A Knowledge Management Case Study in Developing, Documenting, and Distributing Learning: Brigitte McGregor-MacDonald, Marsh Inc., UK, case studies in knowledge management 23-35

initiatives due to the psychological and behavioural changes that are needed at the human interface. Employees are socialized into the workplace culture and this culture must be continually reinforced through behaviours and visual aids within the workplace. In multicultural organizations, organizational culture can directly affect the success and/or failure of KM initiatives, as well as influence employee job satisfaction. In consequence, this may lead to high employee turnover and organizational knowledge loss. Employees within multicultural organizations need to have reinforcement mechanisms to facilitate knowledge sharing, building trust and emphasising the value of individual knowledge towards organizational strategic goals. More advanced technologies can minimise cultural differences or impacts of diversity, and instead better enable multicultural organizations to foster a common vision among employees, on which they can follow and believe. The case study discussed below was selected on its principles explaining the importance of improving KM strategies in a knowledge centred organization.

Marsh Inc. is a leading risk and insurance organization founded in 1871 with the goal of being the leader in the provision of risk solutions and insurance services. The organization consists of key specialist knowledge divisions across geographies. The company aims to further develop this specialist knowledge through sharing of knowledge and learning experiences to improve innovation and prevent re-inventing the wheel. The company introduced KM platforms in its operations in 2001 since there were no technology platforms that allowed for the documentation of knowledge or learning. Shared network drives and internet based filing programmes were used to store knowledge and to share databases. However, few employees could utilise these tools and even fewer knew about them. The company introduced a cross geographical e-learning management system with registration for tutor-learning, online library, CDs, books, and computer based training (CBT), coupled with a system of recording learner activity. Usage statistics increased significantly between



2001 and 2004. The company introduced Webex as part of their communication tools, allowing sharing of documents and specialized software, across geographic boundaries. The company seeks to sustain learning capabilities of its employees across geographic boundaries. The company implemented a KM strategy for the learning programme, Managing Essentials to improve capability and capacity within the specialized knowledge divisions. The key goals of the KMS were: for delegates to sustain their learning of best-practice management tools and techniques; sustain the cross-boundary network, share their learning and experience and lessons learnt with other colleagues; demonstrate a return on investment against learning intervention.

The goal of the company was to increase knowledge sharing across the broad spectrum of the company in the US, UK, and continental Europe. Thus, at each event, there is a high diversity of individuals with different cultures and perceptions, even when working for the same organization. The organization and the delegates recognize this multiculturalism as a core strength of the program. In terms of Marsh Inc.'s KM strategy and its implementation at the organizational level to achieve the goal of sustained learning and sharing of specialized knowledge in its divisions across geographic boundaries, they have implemented five of these factors, which are leadership, strategic planning, technology, measurement analysis of KM performance and workforce focus. The organization values knowledge sharing among employees and developed tools to facilitate organizational level learning and knowledge transfer. Management was involved in all aspects of the development of the leadership development curriculum. This high-level engagement was thought to significantly improve job satisfaction as employees identified their roles within the organization.

### 6.3.2 Implementation of a Knowledge Management Strategy Oriented to Innovation in Irizar Company <sup>12</sup>

A case study was sought to provide validation that implementing KM tools, as well as focusing on strengthening organizational culture through communication and expression of the mission and vision, can lead to better organizational effectiveness and innovation. The KMSs include the processes of knowledge creation, storage, distribution, and application. This cycle requires both the human element and the use of technology to codify and personalise knowledge. Knowledge creation is essential because it is directly linked to innovation, which is driven largely by the personalization strategy of KM. This personalization is based on interaction between actions and behaviours of individuals to share tacit knowledge. The case study below was selected based on its illustration of linking KM initiatives with the value system of the organization, and effectively communicating that with employees to improve their alignment and identity with organizational objectives over the long term. Often implementing change within organizations can lead to resistance among employees if they feel a threat of job loss.

The mission and values of Irizar Company are defined as follows:

*“We are seeking a project based on people who work in teams, making Irizar an excellent firm in which, through customer satisfaction, the workers of the co-operative, external collaborators and our surrounding factors (society and environment), allow us to obtain profits that make possible a growing generator of richness and new jobs in co-operative environments, with communication and active participation”*

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<sup>12</sup> Knowledge and Process Management Volume 9 Number 3 pp 162–171 (2002)  
Published online in Wiley InterScience (www.interscience.wiley.com). DOI: 10.1002/kpm.143

## Values

1. *Customer satisfaction is our guarantee for the future, and because of that, must be our objective*
2. *To reach always the maximum professional competitiveness*
3. *Foster and manage change, take initiatives and risks*
4. *Work in teams providing ideas*
5. *Trust in people and merit their trust*
6. *Be open to communication and information. Create and share knowledge*
7. *Respect customers, suppliers, workers, society, and the environment*
8. *Accept responsibilities, assuming the results of our actions*
9. *Look for excellence. Make it work properly first time. No defects*
10. *Quality, Service, Cost, Innovation, Security, and shared experience as keys of our activity.*

From 1991-2000, Irizar introduced its KM strategy in phases. In the first phase (1991-1992), the strategy objectives of using knowledge resources for innovation were introduced through the distribution of ideas in the mission and values statements to highlight the importance of knowledge resources for innovation. In the second phase (1993-1994) strategic changes to establish a strategic position was made clear to the firm, the goals for doubling production were set and the approach was explained to the workers (active participation). Expansion plans were clearly made and certification for quality standards was acquired. In the third phase (1994-1997) radical changes were implemented in the organization to meet these strategic objectives. Changes in the work structure was introduced such as multidisciplinary work teams, organizational vertical and horizontal structure, frequent and wide use of knowledge stored in databases. This resulted in increased

productivity and efficiency in processes and customer satisfaction (w.r.t. customer deadlines). The EFQM (European Foundation for Quality Management) model based on participation, innovation and learning was adopted as part of the company's excellence strategy. The company received numerous awards in this case in the last phase (1998-2000), as the company had grown significantly in its success and successfully expanded into other countries such as China, Spain, and Morocco, forming a large business group. The strategy to improve knowledge creation, knowledge application in various processes and application of new knowledge was continued in this phase. The organization received numerous awards at this phase as well.

The study illustrates the importance of employee involvement in organizational change processes and their adoption. As a result, job satisfaction was highly improved among employees due to their direct involvement at each aspect of change within the organization.

### 6.3.3 Challenges in Managing Knowledge Through Medical Record Management, Pathoumthong, Burstein & Bain, 2014<sup>13</sup>

Hospitals use medical records to store data about patients, which they can retrieve at a later stage and use in medical decision support. Most hospitals use the traditional Paper-based Medical Record System or in combination with electronic medical record system. They are both referred to as the Clinical Information System (CIS) or the Electronic Health Record (ERH). Since a single patient might be seen by many specialists during their stay in the hospital, it is important that the information pertaining to the patient is of a high quality, accessible, usable, and informative so that the best care can be given to the patient. Often,

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**Challenges in Managing Knowledge through Medical Record Management: A Case Study of an Australian Hospital,** Managing knowledge through medical records Pathoumthong, Burstein & Bain <http://hdl.handle.net/10292/8086>

patients are too ill to communicate directly with the doctors or medical staff or treatment teams, the data in the medical record system can provide the best source of knowledge about the patient's illness. Hospitals can use both the paper-based and electronic medical records to manage patient information. Electronic Medical Record systems can be a useful and enabling tool for the management of large data and information, typical of the medical environment.

This case study illustrates how poor management of knowledge in the hospital, as a direct effect of poor knowledge management initiatives and platforms, can result in poor quality of patient care. In addition, lack of communication among medical personnel can lead to poor patient outcomes, poor job performance and lack of job satisfaction among the medical staff. It is a clear indication that there is a linkage between job satisfaction and knowledge management strategies, more especially in knowledge-centered environments such as hospitals.

In this case study, a hospital (Hospital X) in Australia was evaluated for its use of the electronic medical record System to determine the success factors and challenges that are experienced in the use of electronic data. Challenges in the quality of data entered into the electronic system, as well as accessibility of this data were found to be problematic. Additionally, issues of appropriate infrastructure for the full adoption of an Electronic Medical Record System were also raised. Largely, there is a challenge of communication among the medical staff treating patients, many low-quality data that is illegible and affects the time taken to retrieve it to help in patient assessment and clinical decision making (diagnostics). The poor data quality, high levels of duplication, poor communication among medical teams, leads to poor accuracy in patient treatment. Lastly, most medical staff prefers to use the traditional paper-based medical record system because of its ease of use,

accessibility, and the ability to move around with it. This may cause resistance to the technological change and poor adoption of the electronic medical record System.

Ultimately, the study found that there is a high resistance to change among the professionals, which limits the implementation of KM within the hospital. One of the factors identified was culture change and the fact that there is a need for change management within organizations, particularly those dealing with very sticky knowledge, such as within hospitals. Cultural awareness is also an integral factor noticed within this hospital setting where there is poor communication among divisions within the hospital, indicating restricted knowledge flow. It is essential for appropriate culture and knowledge management initiatives to be implemented within these environments.

#### 6.3.4 Job Satisfaction of Nurses with Multicultural Backgrounds: A Questionnaire-Survey in Kuwait<sup>14</sup>

Multicultural staff is growing in hospitals globally. However, the number of multicultural staff is increasing significantly in Middle Eastern countries. It is important to understand the importance of reward systems in such hospitals and the impacts these have on performance overall. Integrating a multicultural workforce requires a range of strategies. Effectively integrating employees into the workforce means that those employees must not only perform optimally, but they must contribute to team and organizational performance. Diversity in the workplace begins already at the individual level, regardless of culture. All people are different in their needs, wants, and ambitions; and so, will go about attaining those goals differently. According to Maslow's hierarchy of needs, people need to fill a

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<sup>14</sup> Appl Nurs Res. 2009 May;22(2):94-100. doi: 10.1016/j.apnr.2007.05.005.  
Job satisfaction of nurses with multicultural backgrounds: a questionnaire survey in Kuwait.  
Al-Enezi N1, Chowdhury RI, Shah MA, Al-Otobi M.

basic need and then work towards attaining those needs that signify success to them. Job satisfaction means the primary fulfilment of basic needs, as does rewards for contributions. When employees feel good about their jobs and feel recognized, they are likely to perform well and contribute to organizational performance. This case study was selected to try to disentangle some of the factors that influence job satisfaction and job performance, which ultimately affects hospital performance.

This case study evaluated the perception of job satisfaction among multicultural nursing staff in Kuwait. Nurses come from 35 countries including India, Kuwait, Philippines, and Arabic countries. The nurses differed in their qualification status and in their culture. Overall, the professional development opportunities affected nurses' job satisfaction available to them, as well as the reward system in the hospitals. In addition, there was cultural segregation with nurses from Kuwait and other Arabic speaking countries earning higher salaries than others. Those from conservative cultures also adapted well, though they were also dissatisfied with the reward system and isolation in the workplace. Contrary to expectation, the qualification status was negatively associated with job satisfaction. Nurses felt that there is a high level of differential incentives for the different cultural groups, and this promotes negative attitudes among staff which in turn will affect the performance of the hospital. Job satisfaction was found to be correlated with quality of healthcare.

As Rijamampianina (1995) showed, the level of job satisfaction is an outcome of performance. Thus, having a shared vision and culture in multicultural management requires that the motivation processes and the interaction processes allow all employees to work towards the same goals and competences. The evidence from this study shows support that poor job satisfaction will affect organizational performance.

Hospitals tend to be highly structured bureaucratic places. Nurses in this case study revealed that they felt isolated and not part of the hospital's important processes (El-Neizy et al. 2009). Their professional status was not recognized, and they operated in isolation. Further, the higher benefits enjoyed by Kuwaiti and Arabic staff was also visible at this level as well. The hospital management should invest in strategic focus that develops an effective reward system that is standardized across cultures and professional status. When employees are appropriately rewarded they will perform well. Reward systems are also thought to contribute to KM initiatives and the adoption thereof; particularly, the adoption of technological infrastructure for KM. In addition to working together in groups, high levels of exchange in knowledge intensive environments are needed. This means that knowledge can be harnessed from people and from the organization, as well as access of external knowledge and the integration thereof in the organization to generate new knowledge.

Professional development was key to nurses in this study as they intend to look for opportunities in developed countries. Unfortunately, this means that there is potentially a high rate of turnover in this hospital. The issue of cultural compatibility was raised, since those nurses who were familiar with the culture tended to be more satisfied with their job and the surrounding environments with regards to lifestyle and customs. This can be limiting in that acceptance of employees from different backgrounds might be limited, leading to a type of monoculture within an organization. The diverse views and opinions present in multicultural staff can play an integral role in improving innovation. Therefore, organizational culture and strategy must be aligned and communicated effectively throughout the organization. Actions to equip the employee and develop them motivate them through incentives and rewards; will yield a good outcome for the organization.



### 6.3.5 Seirei Hamamatsu Hospital: A Patient Oriented Philosophy<sup>15</sup>

The following study focused on the implementation of appropriate policies dealing with knowledge management and employee relations within the hospital, with the goal of improving patient care over the long term. The philosophy of the hospital was patient centred but with the focus on employee relations as an important part of the value chain. There is strong focus on team cooperation with the understanding that shared knowledge is an asset for innovation. As posited by Nonaka and Takeuchi (1990), knowledge creation occurs through personalisation and socialisation, which both require the use of technology to store, retrieve and apply knowledge, and then personalisation to share and exchange knowledge for new knowledge to be formed. By harnessing the strength of learning and sharing as a team, the hospital's focus on improved patient care is achieved, and additionally more innovative ways of patient care are developed.

The hospital under study was Seirei Hamamatsu Hospital in Shizuoka prefecture, which employs a patient oriented philosophy. The hospital was established in 1962, and currently has 744 beds and 1671 fulltime staff. The hospital has strong focus on medical care through advanced cooperation in teams. The senior managers use a cooperative approach to continuously structure the philosophy of patient care in the hospital by focusing on sharing and learning as a team. As a leader in the hospital, it is important to ask people's opinion and to share your opinion. Having frank discussions is important, and speaking in a team is important because it helps with problem solving. "We cannot solve problems unless we are in relationship that makes it possible for each other to discuss each other." Problem solving by team is very important because "we" cannot do nursing or patient care without a team. A problem-solving workshop is organized when a newcomer joins the hospital or when a problem arises that is becoming difficult to solve. This boosts confidence since everyone is empowered to share their opinion without criticism. This leads to team building and a

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<sup>15</sup> Matsuo Makato, Hospital organization to learn - Patient-oriented structuring and leadership

cooperative work environment for all the medical staff. The more people worked in a team, the more they were able to speak to each other freely.

It is important to be able to delegate because it is an opportunity for growth and to receive support so that work can be done efficiently. Self-nurturing for the workplace has to do with the ability to see your position and role in the hospital. People must think about what they can do for the workplace, what value they can bring. You must make yourself indispensable for the job. The hospital emphasizes developing people with various roles. They encourage people to do their best at every task and to rest when their job is complete. Nursing can deprive one of a private life, which is important to replenish one's energy and be able to do such demanding work. So, it is important to balance the two so that when a nurse does work at the hospital they can make themselves as alive as possible when treating a patient. In 1996, Seirei Hamamatsu Hospital introduced a new patient centred philosophy that stated, "we are proud of doing our best for each one that uses it." The hospital's policies developed to increase patient focused care over time were unique as they focused on the individual doctors and nurses and how they can contribute to the workplace. In the end, the initial philosophy was further adapted to "we are proud of doing our best for everyone," because now the focus was on improved individual patient care. This continued refining of their mission is done in collaboration and cooperation with all nursing and medical staff in the hospital, further strengthening team work and relationships, and increasing satisfaction of nursing staff with regards to their contribution to patient care.

## 6.4 Discussion

### 6.4.1 Similarities and Learning Points

In hospitals tacit knowledge, which is difficult to codify, is predominant (Bordoloi & Islam, 2012). This knowledge also drives management processes in hospitals (Chang et al. 2009). Thus, efficient KM strategies can be very useful in improving access to this knowledge because it involves the use of personalization strategy (Fields, 2007; Merono-Cerdan et al. 2007), which is highly associated with the level of engagement between medical staff (Saaty, 2014). This type of strategy can enhance the level of skill transfer among members of an organization (Fields, 2007), particularly in hospitals (Saaty, 2014) to allow the dissemination and utilization of tacit knowledge. This can be done via a wide range of processes such as team meetings; workshops, shadowing and development of networks among hospital staff and communities of practice (see Bordoloi & Islam, 2012 for case study). Due to the highly specialized knowledge and knowledge workers in hospitals, transfer of knowledge can greatly be inhibited. Therefore, if hospitals designed specific technologies to enable the sharing of explicit knowledge, it will not only improve accessibility, but it will contribute to the growth of the hospital knowledge as well as improve clinical practice and other processes in the hospital. This will ensure that the strategy and mission of the hospital, which is to provide quality and innovative care at an affordable cost, will be met, and the hospital will perform well and be sustainable. Therefore, information technology is needed to facilitate knowledge flows in hospital.

The similarities between these case studies and the current studies are as follows:

- Multicultural settings in organizations requires different approaches to managing diverse knowledge from diverse sources

- Cultural differences present a significant barrier to knowledge management and creation processes by limiting levels of social interactions among employees within the same divisions in an organization.
- In environments operating with highly sensitive and sticky knowledge, it is even more critical to be able to effectively extract this knowledge and apply it. Therefore, effective KM implementation is necessary.

Learning points identified from these case studies include the following:

- It is important to have cultural awareness at all levels of the organization.
- Change management is integral when implementing knowledge management initiatives so that they can be adopted at all levels across the organization.
- Job satisfaction is tightly linked to organizational processes around knowledge sharing, and therefore directly tied to knowledge management. To be effective and to reduce turnover rates, it is important to implement knowledge management initiatives that take cultural diversity into account to improve knowledge acquisition.
- It is important to have the right policies for knowledge management and diversity management, particularly in monoculture societies. With increasing numbers of multicultural staff globally, monoculture societies need to develop mechanisms to open to other cultures and use more democratic approaches to deal with a diverse workforce.

#### 6.4.2 Support for Current Research

Culture has been shown to be an important factor that affects knowledge sharing in multicultural organizations. To this effect, it would seem culture that can negatively influence knowledge transfer and exchange. Multicultural organizations should invest in intensive training for all new employees to initiate them into the organization's culture

organization, its mission and vision. Each new employee brings with them knowledge from their previous experiences and work according to the culture of the environment of the previous workplace; this usually causes problems in the new workplace. For example, at Marsh Inc., non-English speaking employees who participated in the program do not seem to further engage efficiently with other delegates and do not use the KM tools provided to them efficiently. This is largely because of the English language, and so they are unable to transfer the knowledge they have gained to other colleagues in other parts of the country. This is a clear example of how detrimental cultural differences and barriers can be to knowledge management initiatives in organizations. Therefore, unless organizations focus on bringing in people with similar culture or investing in training activities that ensure the rapid adoption of organizational culture, knowledge transfer will be blocked. Ultimately, this will lead to better organizational integration of employees from different cultures and backgrounds, and will lead to better job satisfaction and retention. Better job satisfaction in that employees who feel that they are integrated into the work environment are more likely to be able to share their knowledge and feel that they are making a valued contribution. Moreover, that they are part of the organization and should not be treated as less valued. One important factor to acknowledge from these case studies is that it is critical to have the right policies in place. Policies around knowledge management are needed and must be communicated with employees so that they can identify areas where they can contribute to the organization.

## **6.5 Conclusion**

It is evidenced from these case studies that job satisfaction and knowledge management with multicultural organizations are intricately linked. Improving job satisfaction in terms of hygienic factors does not necessary that mean improved knowledge management practices. However, having

effective policies to drive and direct such processes from the beginning is likely to open employees to change and to the adoption of these new practices. As mentioned in preceding chapters, in Saudi Arabia, economic change was rather rapid after the discovery of oil; however, the society in general was unprepared for the significant amount of change this economic boom would have on the culture of the workforce. As a monoculture society with strict norms, values, and cultural practices, it became a significant challenge and undertaking to adapt at the organizational level. These case studies touch on the sensitive matter of culture and its role as a barrier to knowledge management and knowledge sharing, how this ultimately affects employee integration and job satisfaction, despite benefits and incentives. Therefore, here we learn that it is not only about the reward system, but also about the policies, the communication of those and overall management of knowledge that lead to job satisfaction and employee retention.

A common thread that emerges from the synthesis of these case studies is the importance of codification and technology strategies in KM initiatives within the multicultural organization setting. These two strategies are important to overcome the barriers posed by cultural diversity within a diverse workforce. To improve hospital environments within the KSA, it is important to look at current policies that are in place. To improve job satisfaction, it is also critical to address the difference in management of staff based on culture. Therefore, focus on standardisation of processes, rewards, and incentives, as well as language by using technology as a tool.

## **Chapter 7: A Case Study of the Relationship of Job Satisfaction and Knowledge Management Strategy in King Saud University Hospital(KSUH): On the Base of Interview Survey**

### **7.1 Introduction**

In this chapter, the qualitative data gathering research is conducted to understand the relationship between job satisfaction and knowledge management within the staff cohort at KSUH. The researcher intended to understand both group and individual perceptions of knowledge management strategies within the hospitals, job satisfaction as well as how the two are interlinked and influence each other.

Qualitative data are important in research because they provide a more robust method of testing hypotheses and theories by identifying key links between the problem tested or observed and the outcome (Yin, 2003). In many research studies, there is a wide use of questionnaires to gather a combination of qualitative and quantitative data. Open ended questions embedded within questionnaires provided opportunity to acquire more in-depth information about the thoughts and perceptions of the participant. Similarly, direct interviews with participants can provide more insightful evidence for a theory or hypothesis. However, often this is even more challenging in that in both instances there might be some bias that occurs, such as social desirability bias or interviewer bias, or reliability as one individual may over emphasize certain things which might skew the data. To avoid this, it is important to set up the methods for data gathering in such a way that any bias can be overcome or avoided, for example, by gathering information using multiple sources and repeated assessments. By combining individual interviews, focus groups and a self-administered questionnaire, the researcher believes that the data gathered is representative of

the situation on the ground and can be generalised to a whole population (Hoppe et al. 1995).

## **7.2 Study Approach**

This study used a case study approach where participants within KSUH were used in the study. Two main approaches were used in the data gathering process which included focus groups and individual cases. While developing the study, the researcher realised the importance of gaining more in-depth knowledge in consideration of the multicultural environment within KSUH. Focus groups enabled the researcher to gain more information through the multiple views shared within a group (Gill et al. 2008), and to do the same within an individual interview where the participants might be more resistant in sharing information. Therefore, focus groups can provide a kind of social consensus on the given topics under discussion because of the interaction within the group which cannot be found in one-on-one interviews or self-administered questionnaires (Powell et al. 1996). In combination with interviews, focus groups can provide the basis for developing questionnaires or as a method to provide validity as a complement to other methods such as the questionnaire or the individual interview (Powell et al. 1996). Moreover, since on their own they may have limited explanatory power, combining them with questionnaires and interviews may give the additional holistic view of the topic under exploration.

The case study approach to research is very important in qualitative studies as it can give deeper explanations of phenomena (Schell, 1992). In this study, we used a single case study of the KSUH hospital to explore the linkages between job satisfaction and KMS (Schell, 1992). We chose the single hospital because of the time-consuming nature of case studies. Instead of having multiple hospitals, we assessed multiple individual cases with



participants within the same profession but with multicultural backgrounds. This approach allows the researcher to gain deeper and rich insights relating to the association between job satisfaction and KMS. Due to the challenges, multicultural organizations in typically monoculture societies such as KSA, this study intend to identify which factors contribute the slow uptake of KMS and what is the role of job satisfaction especially in this aspect. We could identify varying aspects among the cohort studied, particularly in identifying factors limiting knowledge management initiatives and how this affects to job satisfaction.

### **7.3 Focus Group Interview Questions**

The question set up for these interviews were in line with the constructs setup with the self-administered questionnaire to get a consensus between the two data gathering approaches. The questionnaire is more quantitative and does not provide room or opportunity for opinion testing, while the focus group will give deeper insight based on the interactions of the participants as they answer questions posed by the interviewer. The interview questions were developed from the questions already presented in the self-administered survey that was administered to the 300 participants within KSUH; the results are presented in the next chapter.

Semi-structured open-ended questions were used to directly solicit in depth thoughts, perceptions, and opinions of the participants. These types of questions were not incorporated with the self-administered questionnaires and thus are important in providing opportunity to acquire deeper insights. All focus groups were presented with the same set of questions. The meetings were conducted on 10<sup>th</sup> of January 2017. The questions are outlined below, each with a specific section like the structure of the self-administered survey questionnaire:

### *7.3.1 KMS Application and Use:*

- Which communication methods do you generally use when communicating with other staff members? How often do you use them?
- How do you generally acquire, store, and share information within the hospital?
- Are you aware of technology platforms within the hospital, and do you use them?
- Overall, how does technology affect your work and feelings about your work?

### *7.3.2 Information Technology:*

- How do you feel about information technology overall?
- How do you feel about information technology in the hospital?
- How accessible are information technology platforms in the hospital?

### *7.3.3 Job Satisfaction:*

- What are your general feelings about the hospital as a workplace and about your colleagues?
- How do you feel about the rules and regulations in the hospital? Do they impact on your work in any way?
- How do you engage with colleagues that you work with? Do you communicate frequently?
- How do you feel about the benefits and incentives provided by the hospital?
- Are you planning to leave the KSA?
- Do you find it harder or easier to work with people within your department? Please elaborate

- Do the rewards match your experience and skill for the job you are doing within the hospital?
- How do you feel about the workload in relations to the position and related rewards?
- To what does technology use influence your level of satisfaction with your job?

#### *7.3.4 Diversity Management*

- Considering that Saudi Arabia has a large expatriate community, how do you feel about working in a multicultural environment?
- How do you feel about working directly with colleagues from different nationalities daily?
- What can you say contributes to your level of engagement with other members of staff at the hospital?
- Do you think there is a high level of diversity awareness within the hospital?
- In your opinion, does the administration of the hospital (including managers) show strong value and appreciation in their treatment of staff members from other nationalities?
- Overall, do colleagues of other nationalities seem happy, appreciated, and treated fairly within the hospital? With regards to rewards, benefits, and incentives?
- Does using technology have any influence on how you engage with colleagues from other nationalities?

#### **7.4 Individual Case Study Questions**

Within the individual cases, the structure of the interview was limited to questions around job satisfaction, diversity management and KMs application and use. The reason for this focus was first that participants were selected from the cohort that participated in the

focus group. The goal here was to acquire more directed information about perceptions of job satisfaction and factors positively and negatively affecting it. In addition, to understand what factors influence job satisfaction and KMS, to determine how strongly these are linked? In the focus group, the responses are based on the rapport between the participants and give a big broad view. The individual cases allow us to go deeper in acquiring these insights. For these sections, the same questions were posed to the participants.

***Job Satisfaction:***

- Can you explain whether you are satisfied with your job?
- How do you feel about the rules and regulations in the hospital? Do they impact on your work in any way?
- How do you engage with colleagues that you work with? Do you communicate frequently?
- How do you feel about the benefits and incentives provided by the hospital?
- Do the rewards match your experience and skill for the job you are doing within the hospital?
- To what extent does technology use influence your level of satisfaction with your job

***Diversity Management***

- Considering that Saudi Arabia has a large expatriate community, how do you feel about working in a multicultural environment?
- Do you feel a multicultural environment is suitable?
- What can you say contributes to your level of engagements with other members of staff at the hospital?

- Does using technology have any influence on how you engage with colleagues from other nationalities?

#### ***KMS Application and Use:***

- Do you share knowledge?
- Are you aware of technology platforms within the hospital, and do you use them?
- Overall, how does technology affect your work and feelings about your work?

### **7.5 Field Test**

The researcher conducted a survey initially, and focused the case study at KSUH in Riyadh, Saudi Arabia. This enabled the researcher to draw some conclusions about the perception and effect of job satisfaction on KMS in multicultural hospitals regarding professionals in the hospitals and the different nationalities of employees within the hospital. The goal of this case study was to correlate responses from the survey with responses from the group and individual interviews to determine which factors contribute to job satisfaction, to KMS use and its effect on job satisfaction, and how they affect each other within a multicultural environment.

### **7.6 Data Collection Procedures**

The data collected from this study included three main sources which were the literature, self-administered survey, focus groups and interviews. All data was gathered using electronic means. First relevant literatures were selected to illustrate the effect of job satisfaction and diversity on KM. These were stored in organized formats on the computer. The data were collected carefully and systematically, especially the survey, individual and focus group interviews. The researcher took anecdotal notes during the interview when

participants engaged with each other in discussing a point. Interviews were conducted on 8<sup>th</sup> and 9<sup>th</sup> of January 2017. The participants were allocated a number and letter according to their focus group for preserving their anonymity.

The themes of the survey, which were KMS application and use, job satisfaction and diversity, were also followed in the focus group interviews. The researcher will discuss the literature case studies and the emerging themes from the case analysis result.

### ***7.6.1 Data Analysis Procedures***

For the literature based case studies, the researcher discussed each study, how it relates to the hypothesis about job satisfaction and KMS. The general themes are also identified in each study and how they influenced job satisfaction and KMS were examined. The standard inductive processes of analysing cases were followed which included identifying general themes and discussing the most dominant themes (Patton, 2002). Once all the interview data were collected for the individual and focus group, the researcher conducted a corroboration of the themes from the survey, the interviews and selected literature case studies discussed below.

### ***Data Analysis***

Each literature case study was analysed and discussed in depth relative to the hypothesis posited by the researcher. Emerging themes are highlighted for each case analysis using a descriptive framework (Yin, 2003). The survey was analysed using structural equation modelling to understand how the relation between job satisfaction and KMS. Themes were identified using a thematic approach as discussed above.

### *Credibility/trustworthiness*

It is important for the researcher to triangulate data to enhance its validity and reliability (Patton, 1990; Yin, 2003). Having and using multiple sources of information is very important to increase the trustworthiness of the general conclusions. Triangulation allows the researcher to use multiple sources of information or sources to measure a phenomenon or to support the conclusions provided by one measure, in this case it was the survey. The researcher in this study triangulated the data by using the literature, the survey and in addition the interviews that were conducted during the focus groups.

## **7.7 Findings**

### *7.7.1 Focus Groups*

The participants in this group were all physicians within KSUH and were representative of the multicultural workforce observed in most hospitals within the Kingdom.

#### ***Knowledge Management Strategies and Use***

All five participants indicated that knowledge management was very important and beneficial within the hospital, and that it would make their work easier. Although it is very difficult to effectively implement because paper records still work better because there is no need to load data on electronic platforms. One noted that with regards to recording data into electronic databases it becomes very difficult to manage data and accuracy.

“...sometimes I find it is better to work with paper and patient files because at least the information is also there, and you can see who wrote it...”

Another suggested that it may be very erroneous to take data and codify it because not everyone is good with using computers and personalization may be important.

“...as a physician, I normally give verbal instructions to my team and I would expect them to write what I say, and of course I will write in the patient file and so on. And talking with people from different cultures sometimes is very difficult due to language barrier...I think”.

The other 2 participants also indicated that they felt better capturing of information is needed as this will improve their job and make it easier. “Also, if we have technology to communicate with each other, it will likely break down the communication barrier between us and members of our teams such as nurses.”

### ***Information Technology***

All the participants agreed on the importance of information technology and different resources that are available to them as physicians. They indicated that they believe there is a strong influence of IT on their work performance, particularly in knowledge sharing.

“I like the fact that I could communicate with other physicians and ask for advice, you know, the good support system despite how far we are. Technology enables that. I think it is good to have, but maybe others may not be so supportive as you need to be able to use this technology for it to make any difference in your work life. I think”

### ***Job Satisfaction***

Overall physicians had higher levels of job satisfaction, indicating that they love their work environment even if it is challenging. The workload was posited to be high and sometimes the reward system is a bit biased, which causes many to be dissatisfied.



“...well, I may not get agreement from my team mates, but I think for the benefits and rewards things are good, but there are some issues like people get more money based on their nationality, and this is something that can be problematic.”

Some agreed but also indicated that everyone has some level of dissatisfaction in the hospital with regards to job, particularly the rewards system relative to qualification.

“I think everyone here has some job satisfaction issue because we are all affected here, regardless of where you come from, I think it is not easy to work with people from different cultures. This makes it difficult to share knowledge.”

### *Diversity*

The culture and religion in the KSA is homogenous and most people practice Islam. There are many norms, rules and regulations that govern behaviour. Although people did not mind working with a community of diverse people even though they are at the same professional level, many found it difficult to communicate, interact and engage, choosing instead to remain with people from their own groups.

“...I appreciate that we have multicultural in the hospital, but sometimes it is not easy to work with people from certain cultures. Also, my English sometimes is not so great and, so I sometimes just don't talk.” Another supported this by saying that communication becomes more difficult if we group ourselves into our or cultural groupings. However, technology may facilitate better team work “...sometimes I write better than I speak, and so when I email or send instant message on the staff portal than it easy to convey information. And to give instructions to my team.”

Most did not have too much of an issue working with multicultural staff members or working with them on the team. Instead, many of the participants shared a sentiment that the

hospital was not communicating the role of diversity within the hospital as a positive factor that can contribute to the hospital performance, and so not seen as part of a corporate values. Also, with the Saudization, increasingly it will change regarding the profile of physician within the hospital and of course the dynamics may change. In fact, the process of Saudization, although positive, could possibly also contribute to the increased lack of awareness about the importance of diversity since the hospital is in a monoculture society and serving the needs of their citizens. Therefore, it is a challenge that should be corrected or minimised through the integration of diversity and diversity training as a corporate value of the hospital.

#### *7.7.2 Individual Case Studies*

For these participants, the researcher presents only those responses associated with job satisfaction and diversity management. The participants are from different nationalities and the researcher wanted to understand what factors contribute to their job satisfaction.

##### *American Male*

The participant holds a senior position in the hospital. When asked about how he feels about his job satisfaction, he responded as follows

*“I like my job very much and yes I am very satisfied to work in this hospital and to be in the Kingdom. I hold a position of authority and in fact my living standards are much higher than I had back home, everything is accessible and convenient. So, with all these factors, my life is pretty good back here.”*

When asked about his perceptions of diversity and how he feels about a multicultural environment that he is working in, he responded as follows:

*“the multicultural environment is very suitable to me. I come from a diverse background in the USA. Here I live in a compound with other expatriates and my immediate family is here and so life is very convenient for me”*

When asked if he would leave the Kingdom or his current contract, he replied as follows: *“I will only leave at the end of my contract or unless I get a better offer somewhere else. For now, I am content, and I am treated very well here”*

When asked about knowledge sharing practices and how he engages with other staff members he stated that he easily shares knowledge with people he works with, he feels free and secure about his job and, so he does not worry about sharing knowledge.

*“My position requires that I communicate and share ideas with my team. So, it is easy for me to share knowledge.”*

### ***Egyptian Female***

This participant is working within the hospital as research support. When asked about her level of job satisfaction she responded as follows: *“In general I am happy to work here but I am not satisfied with my salary that I am getting. Some colleagues are earning more than me even when we have the same qualifications and it is mainly because we are from different nationalities. The fact that we are doing the same job and I get less, makes me feel resentful.”*

The participant also highlighted the fact that it is difficult to live in the Kingdom as a woman and to work within the hospital *“A lot of women are not feeling secured working because the work environment has a lot of conflict and we are not well supported. This is a problem for us, and many of us end up leaving without completing our contract.”*

The working environment does not seem to be suitable for women and instead creates a lot of uncertainty and dissatisfaction among women working in the hospital: *“a lot of people are generally treating me well, although as a non-Saudi woman I get humiliated a lot, especially with the political situation. Too much conflict and no understanding and patience for women.”*

When asked about knowledge sharing practices she stated that she is usually uncomfortable or finds it very difficult to share knowledge. *“I don’t often share knowledge. I often feel insecure and feel that if I share all my knowledge I will compromise my job, or I will just have my position terminated.”*

### ***Indian Male***

The participant works within the support services within the hospital. When asked about his job satisfaction he said that, *“I am happy here, although not very happy about my salary because it is much lower than Saudis’ and westerners even though we do the same job. This is very confusing and causes me to have a negative attitude towards my work because I do the same load of work but get paid less.”*

When asked if he would continue to live in the Kingdom, he stated that he wishes that his salary would increase, and this would improve his feelings about staying. The living environment is also reasonable for him.

When asked about his feelings about the multicultural environment and if it suitable, he raised the issue of cultural awareness and meeting the needs of other cultures, *“I generally think there is a lack of awareness about multiculturalism and people here don’t really respect people from other nationalities. I even think that some nationalities are perceived as inferior, you know...”*

The participant also highlighted the fact that he is concerned about the security of his job. *“Job security is also a problem; we don’t know if we can be able to stay in the job for long, I am insecure about my job.”*

#### ***Lebanese Male***

The participant shares similar culture and norms as Saudis. The participant stated that he is living well and earning well. He is well respected and that he feels satisfied with his job: *“my culture is the same as here, as Arab I feel I belong and I am among my own people.”*

He indicated that with regards to knowledge management, it is easier to share knowledge among Saudis and Americans instead of other nationalities in the kingdom: *“my colleagues that are American tend to communicate well with me, we treat each other with respect and like to exchange ideas.”*

The participant stated that there is generally a lack of awareness about multiculturalism and it is not part of the value system of the hospital itself, and so it tends to be difficult to make people value it if the hospital does not value. The perception is that other nationalities come to work for the Saudi in a servitude kind of service, jobs that Saudis do not like to do. But now with Saudization, those jobs are being done by Saudis but with higher incentives: *“If you are Saudi, it is easier for you to earn more money, and if you Arab too. But I think if we learn more about multiculturalism we can work easier with non-Arab people.”*

#### ***Saudi Male***

The participant indicated that as a Saudi they expect the better treatment and the better salaries that other nationalities: *“I am satisfied with my salary and my job but there are*

*issues that can make my job environment unpleasant.”* When participant was asked to clarify the issues, he indicated that it is not easy working with non-Saudis because they are not aware of the Saudi culture and norms, and tend to make mistakes regarding this: *“I have concerns about people who do not understand my culture and they do not understand how to treat patients in a respectable manner which can make me have a negative attitude and make my job environment unfriendly.”*

The participant touched on sensitive issues and stated that women get to work in these environments and must report to bosses and communicate directly with their supervisors: *“women get less protected here, especially as per Arabic traditions, and the women communicate directly with the supervisor and there are sometimes miscommunications.”*

When asked about knowledge sharing practices, the participants indicated that knowledge sharing did happen but cautiously so, and with a select type of group: *“we share knowledge with some colleagues but it’s not a common habit.”*

## **7.8 Common and Emerging Themes**

The results of the study suggest that there is lower job satisfaction among non-Saudi staff and their adoption of technology and personalization strategies are also low. Both codified strategy, and technology strategy has been influenced by job satisfaction, depends on nationality and mainly the study is focused on the reasons behind the gap in results between Saudis and non-Saudis. Although codification has a negative influence by job satisfaction, technology had positive effect. The emerging theme include adoption and uses of technology in multicultural environments, influence of personalization on staff interactions in multicultural environments, as well as understand how they has job satisfaction affected both. There is a need to focus strongly on employee living conditions

and salaries, as well as safety at work to improve overall job satisfaction. The communication strategies currently are ineffective and the low of usage of KMs contributes to poor performance and lack of integration of employees, which adds to workplace frustration.

One of the factors contributing to these differences is likely that there is a cultural effect that differs among Saudi and non-Saudi within each profession in the hospital context. Overall, the case studies and focus groups point towards the lack of personalization strategy within the organization facilitated by poor diversity management processes and generally poor use of technological resources available. Apart from other organizational challenges associated with workplace culture, such as salaries and gender segregation, these two factors identified contribute significantly by job satisfaction among the participants. For this point of the study, the results are indicative of a negative relationship between job satisfaction and knowledge management where poor job satisfaction leads to poor knowledge management strategies implementation. As such, we can reject our first hypothesis at this point which stated that there is no relationship between job satisfaction and knowledge-sharing (KMSs) in a culturally diverse workplace. Furthermore, we found a greater influence of cultural diversity on communication styles, with participants from different cultural groups isolated within the organization. Here we found that Saudis preferred to communicate among themselves and associate among themselves and possibly with Arabic speaking people such as Lebanese. This kind of behaviour is detrimental to knowledge exchange and may limit the resources available among the professionals. As physicians, much knowledge is verbally exchanged and if the systems to capture this knowledge are not in place, then this knowledge is lost or improperly applied. Consequently, it will negatively affect quality patient care outcomes. Our second hypothesis that workplace diversity has a direct effect on

communication levels among co-workers is supported. We expect deeper insights into this to be provided in combination with results from the self-administered questionnaire.

## **7.9 Case Conclusion**

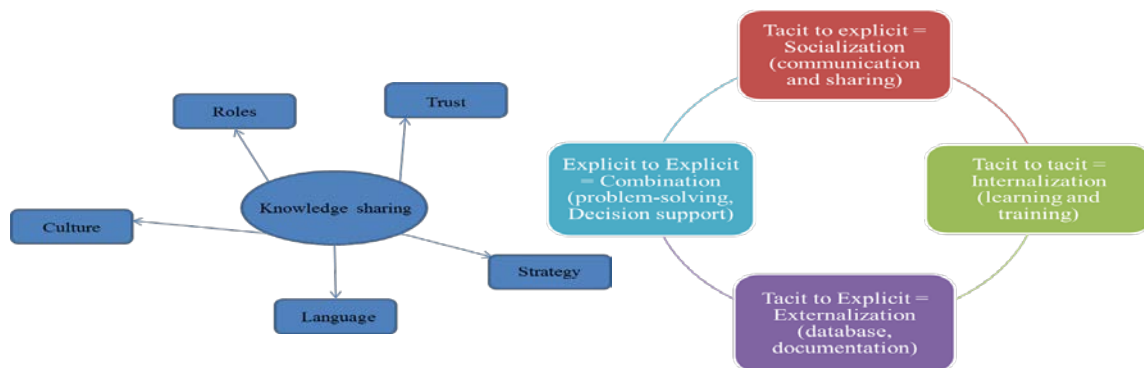
Multicultural hospitals also face additional pressures and challenges above that of hospitals with little or no cultural diversity. The work staff is characterized by people from diverse backgrounds, languages, and cultures. The first difference is the existence of differences in communication, differences in values and cultural norms and differences in work cultures. An additional missing factor was the lack of cultural awareness among the staff and how this impacted the interaction between the different cultural groups.

Technology is an integral tool to help the multicultural hospital in identifying its knowledge sources, cataloguing them so that they can be accessed at the right time, and that these sources are of high quality. This will enable the hospital to ensure accuracy in patient care and clinical decision support according to the requirements of evidence-based medicine, which will lead to the goal of high performance with regards to quality of care provided to the patient, as well as reduced mortality and morbidity. Culture and resistance to change can be overcome by effective communication.

According to Nonaka and Konno (2004), factors that influence the process of knowledge sharing within organization include culture, specific roles individuals play in the organization as well as having the appropriate strategies to enable this. In figure 11, the framework proposed by Nonaka and Konno (2004) and Gibbons and colleagues (2012) shows that there is a great importance in linking organizational culture with change management within organizations. Change management can include the integration of



knowledge management initiatives within organizations, as well as how this influences job satisfaction regarding people and their interactions within the organization.



**Figure 11.** The factors that influence knowledge sharing and their possible linkage to theories of KM. Knowledge sharing is influenced by culture, language, strategy, roles, and trust. These factors also act on each other such that culture can influence trust, while language can influence strategy implementation. (Author created from sources: Gibbons et al, 2012 and Nonaka and Konno, 2004)<sup>16</sup>.

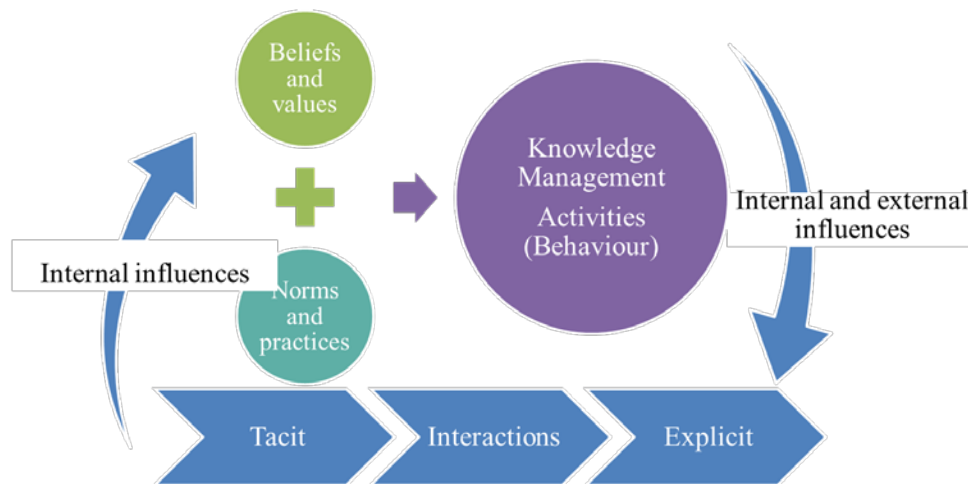
These factors are related to the organizational culture and organizational behaviour core theories that are defined by the models of Nonaka (1994), Nonaka & Takeuchi, 1998, Nonaka and Konno, 2004. Effective KM depend on on trust, clarity of roles, a conducive environment to knowledge sharing, commonality in the language of the organization, which is also influenced by culture (Baskerville & Dulipovic, 2006). These are important in facilitating knowledge sharing, but also the effective utilisation of knowledge assets in the organization, as well as the ability of the organization to learn (Alavi & Leidner, 2001). However, on their own these strategies cannot be effective. The addition of technology strategy is critical to improving knowledge management initiatives. Working on the organizational culture will improve knowledge discovery, transfer/reuse, and knowledge codification. These depend on an effective technology infrastructure that not only improves

<sup>16</sup> Authors discuss at length the knowledge creation cycle and important role players within each part. For knowledge sharing, socialisation is the most critical aspect and can be facilitated by technology. In this thesis, the researcher aims to bring this point across

accessibility, but also improves the storage of knowledge and in this way ultimately improving job performance and then job satisfaction.

The ability to disseminate information to enable knowledge creation depends largely on human interactions. Moreover, knowledge is at the core of the human interaction (Alavi & Leidner, 2001; Aktharsha, 2011). Organizational culture creates an identity that all employees identify with, and on this basis a level of loyalty is created (Coukos-Semmel, 2003). Consequently, employees develop a shared vision based on a sense of belonging and inclusivity, which leads to the employees showing high levels of trust, motivation, and high adaptability. This leads to high levels of sharing of skills, knowledge and to learning from each other (Lee & Choi, 2003; Mofett et al. 2003; Syed-Ikhsan & Rowland, 2004). As shown in figure 12, the multicultural employee has his or her own core values that can either be open or resistant to change. These core values are more able to be changed when they match that of the organizational context. The extraction of tacit knowledge which employees bring with them is harder than the explicit knowledge that they will be easily able to access in their new work place. We can see that internal motivations to share knowledge influence the flow of knowledge. Sharing tacit knowledge is influenced by people's values and core beliefs as well as norms and culture; while sharing of explicit knowledge is influenced by both internal and external motivations. It would then appear that the interactions are then critical to KM initiatives' success in multicultural organizations; where, behavioural interactions, coupled with internal and external motivators, influence KM. Therefore, engaging with employees through the expression of organizational mission and culture, imprinting behaviours can improve KM in multicultural organizations and ultimately job satisfaction. In our case studies, participants indicated that there is poor cultural sensitization and awareness since Saudi Arabia is a monoculture with very strict

laws and rules for conduct among people. If employers and employees lack this sensitization, it can lead to negativity and cultural segregation. This is dangerous for the organization as it leads to a significant loss of knowledge and poor productivity leads to financial losses.



**Figure 12.** The impact of internal and external factors on organizational culture and the adoption of KM activities. KMS should identify the organizational culture to enhance the development of unique core competencies. (source: author)

KMS such as codification and personalization are reliant on social interactions among individuals as well as the tools that facilitate knowledge sharing<sup>17</sup> (Jan and Prasarnphanich, 2003; Alavi et al. 2006; Mitai, 2007; Thompson et al. 2011). In most organizations, there are incentives in place that encourage sharing (Angus et al. 1998), however, in some environments cultural difference may be a barrier to KM adoption (Grant, 1996). Therefore, KMS must consider the cultural environment in the organization as well as the identified KM activities. In addition, the implications of cultural change as a direct consequence of KM strategies must also be considered (Maier and Remus, 2002).

<sup>17</sup> See Nonaka's model of knowledge creation. Without social interactions, the tacit knowledge that exists within people cannot be shared or harnessed effectively. In fact when people share knowledge, they create new knowledge as they integrate their knowledge with this newly acquired knowledge.

This case study highlights the importance of integrating staff effectively in organizational activities, showing staff, they are valued by involving them in decision making, leadership development and providing sufficient growth opportunities for them. In addition, greater value has been placed on individuals and them enjoying a balance between work and private life. These are the major components contributing to the job satisfaction of employees in all workplaces in addition to rewards and incentives. Feeling valued is likely to increase organizational commitment, performance and overall satisfaction in work and task completion by employees. When dealing with expatriate staff who are in an environment for a short time, increasing commitment and loyalty is likely to increase their engagement and knowledge sharing within the work environment, as well as openness to organizational change such as the implementation of KMS, usage and application, and improve communication among members of the organization.

Overall, this case analysis shows that job satisfaction does not depend only on nationality, but on how that nationality is treated. Employees from nationalities that are perceived to be inferior and are treated less well have high levels of job dissatisfaction, which can negatively affect quality of care, lead to poor knowledge sharing because of poor commitment and communication, and risk high turnover rates. Turnover rates harm the hospital with regards to costs of hiring new staff. The variation between salaries among the nationalities and among people with the same jobs and qualifications also increases the gap between employees and makes knowledge sharing more difficult. Therefore, more effort to should be made to use standardisation tools with regards to salaries and living conditions to improve the job satisfaction and level of commitment to the hospital, which will increase employee performance. One factor that is increasingly leading to this negativity is there does not seem to be a mechanism to allow communication among the members of the

hospital. Instead, there is a high indication that there are barriers to technology uptake within the hospital, which contributes significantly to poor communication and inability to measure it.

## **Chapter 8: Some Findings in Case Study of the Relationship of Job Satisfaction and Knowledge Management Strategy in King Saud University Hospital(KSUH): On the Base of Questionnaire**

### ***8.1 Introduction***

This chapter presents the results of the survey questionnaire. Section one also describes the participants and demographics of participants group. This chapter covers the data analysis, Model testing and hypothesis, descriptive statistics, and results. The last section gives an overview for findings that will be discussed in next chapter. The questionnaire was conducted during the following period (5<sup>th</sup>-16<sup>th</sup> Dec 2016)

### ***8.2 Data Analysis***

Data for this study were analyzed using Structural Equation Modelling (SEM), which is a multivariate statistical analysis tool that analyses structural relationships between measured and latent constructs. SEM is advantageous because it can estimate multiple and interrelated dependence of constructs within a single analysis. It is a combination of multiple linear regression and factor analysis, and includes a family of related procedures such as covariance structure analysis, covariance structure modeling or analysis of covariance. SEM provides the researcher an advantage to understand a set of relationships in explaining an actual phenomenon that is measured.

SEM was carried out in the program AMOS (Analysis of Moment Structures), a Microsoft Windows program bought by using SPSS, Inc., as both a stand-alone software (it does no longer want the SPSS environment to run) or as a non-obligatory phase of SPSS (Arbuckle, 1995–2009). It has two modules, AMOS Graphics and AMOS Basic. Special aspects of AMOS include the functionality to generate bootstrapped estimates of general errors and self-belief intervals for all parameter estimates. Both nonparametric and parametric bootstrapping are available. AMOS has a specific maximum

probability (ML) method for uncooked facts files, in which some observations are lacking at random and one of some kind estimation techniques for censored facts and ordered-categorical (ordinal) consequence constructs. It has huge competencies for Bayesian estimation of mannequin parameters, however their correct use requires understanding of Bayesian data (Kline, 2004, chap. 9). AMOS can additionally analyze mixture fashions with latent express factors that represent type membership.

### ***Reliability***

There are two fundamental goals in questionnaire design: to reap data relevant to the functions of the survey and to accumulate this records with most reliability and validity (Warwick & Linninger, 1975). Reliability has two dimensions referred to as repeatability and interior consistency (Zigmond, 1995). Internal consistency refers to the potential of a scale item to correlate with different objects in the scale that are intended to measure the same construct. Items measuring the equal construct are predicted to be positively correlated with each other. Cronbach's (alpha) is frequently used as a measure of the internal consistency of reliability. The coefficient generally degrees between zero and 1. The nearer it is to 1.0 the higher the interior consistency of the objects in the scale. Nunnaly (1978) has indicated 0.7 to be a perfect reliability coefficient however decrease coefficients are occasionally used in the literature (0.6). Reliability coefficients in the existing learn about ranged from 0.693 to 0.921 so it agrees with the proper coefficients cited in the literature.

### ***Validity***

Validity evaluation is divided into thing analysis and construct validity analysis. Validity can be described as the diploma to which a look at measures what it is supposed to measure. Construct validity evaluation for the current find out about was carried out thru aspect analysis. Factor evaluation is a statistical strategy involving finding a way of condensing the data containing a variety of unique factors into smaller units of factors, additionally known as dimensions, with a minimum loss of information (Hair et al., 2010). Factor evaluation identifies the items protected in the constructs more clearly. Loadings range perfect from the literature is commonly higher than 0.5, however, some research tend to use lower loadings when necessary. Construct validity used to be

evaluated via measuring convergent validity which refers to how nicely exclusive scales of items indicate the same or similar constructs, and how well multiple measures of the equal assemble agree with every other. Convergent validity was assessed by using measuring the extent these objects correlated with different objects in the identical issue or dimension. High correlations among items inside every aspect are viewed to point out convergent validity. Existence of convergent validity is determined if all correlations between constructs are higher than 0.5. (Kerlinger, 1986)

### ***8.3 Model Testing and Hypotheses***

Model healthy is the determination of how nicely the model explains the data. There are two broad classes of match statistics: mannequin check statistics and approximate healthy indexes. A model test statistic is a test of whether the covariance matrix implied by using the researcher's model is shut sufficient to the sample covariance matrix that the differences would possibly fairly be regarded as being due to sampling error. Most model look at records are typically scaled as "badness-of-fit" records because the greater their values, the worse the model's correspondence with the data. This skill that a statistically large result shows troublesome model–data correspondence. That is, it is the failure to reject the null speculation (e.g.,  $p \geq .05$ ) that the model-implied covariance matrix is equal to the populace covariance matrix that generated the sample covariance matrix that supports the researcher's model. This common sense is "backward" from the normal reject–support context for statistical tests the place it is the rejection of the null hypothesis that helps the researcher's theory. But it is perfectly steady with an accept–support context where the null hypothesis represents the researcher's beliefs, or in this case where the model is consistent with the information matrix.



In contrast to mannequin look at statistics, approximate fit indexes do now not distinguish between what may be sampling error and what might also be actual covariance proof against the model. The consequence of an approximate healthy index is now not the dichotomous selection to reject or maintain a null hypothesis. Instead, these indexes are intended as non-stop measures of model–data correspondence. However, there is no direct relation between the degree of this correspondence and important troubles or specification mistakes in the model. There are 4 categories of approximate suit indexes: absolute fit indexes, incremental in shape indexes, parsimony-adjusted index and predictive in shape indexes. There is a close connection between model test information and many approximate healthy indexes: formulation of the latter includes the cost of the former.

In the present study, we used model chi-square which is the most basic model test statistic, also called the likelihood ratio chi-square or generalized likelihood ratio. Chi-square tests the exact-fit hypothesis, or the prediction that there are no discrepancies between the population covariance and those predicted by the model. Chi-square value of the study research model showed non-statistically significant P-value = 0.085 indicating that the model is consistent with the covariance data. We also used Root Mean Square Error of Approximation (RMSEA), which is one among four approximate fit indexes most widely reported in SEM literature. RMSEA value of zero indicates the best fit. It is also a parsimony-adjusted index that does not approximate a central chi-square distribution. Instead, the RMSEA theoretically follows a non-central chi-square distribution where the non-centrality parameter allows for discrepancies between model-implied and sample covariance up to the level of the expected value of model chi-square. Browne and Cudeck (1993) suggested that  $RMSEA \leq 0.05$  might indicate “good fit”. RMSEA in the present study was 0.042 with 90% CI (0.015 – 0.072) indicating good fit of the model.

The following hypotheses were tested with the SEM:

1. Hypothesis 1: There is a direct relation between job satisfaction (JS) and knowledge management strategies (KMSs)
2. Hypothesis 2: Diversity (D) affects job satisfaction (JS) and personalization strategies (PS)
3. Hypothesis 3: Technology had an impact on knowledge management strategies (KMSs)

#### **8.4 Descriptive Statistics**

##### ***Reliability***

Mean, standard deviation and Cronbach's alpha values for each construct in the present study are presented in Table 3. Generally, internal consistency of the constructs should be above 0.5 for a stronger reliability of the questions and responses. Constructs yielded alpha coefficient ranging from 0.693 to 0.921 indicating moderate to very good level of internal consistency between the items under each construct (Table 3).

**Table 3.** Descriptive statistics and reliability analysis (Cronbach's alpha values) of different constructs

<b>Constructs</b>	<b>Mean</b>	<b>SD</b>	<b>Cronbach's Alpha</b>
Knowledge Management (KM)	4.13	0.88	0.693
Codified Strategies (CS)	3.92	0.92	0.735
Personalization Strategies (PS)	3.38	0.99	0.855
Technology Strategies (TS)	3.06	0.97	0.707
Job Satisfaction (JS)	3.04	0.68	0.805
Diversity Management (DM)	3.30	0.95	0.921

## Validity

### Factor analysis

Factor analysis for knowledge management (KM) construct resulted in 1 dimension with elimination of item KM4: *Knowledge management within my hospital needs to be improved*

**Table 4.** Exploratory factor analysis for Knowledge Management (KM)

Component 1	
KM1	<b>0.851</b>
KM2	<b>0.884</b>
KM3	<b>0.541</b>
KM4	-0.272

**Table 5.** Confirmatory factor analysis for Knowledge Management (KM) after elimination of the item (KM4)

Component 1	
KM1	<b>0.854</b>
KM2	<b>0.888</b>
KM3	<b>0.565</b>

The constructs improved after the elimination of item 4.

Factor analysis for Codified Strategies (CS) construct resulted in 1 dimension without elimination of any question.

**Table 6.** Exploratory factor analysis for Codified Strategies (CS)

Component 1	
CS1	<b>0.632</b>
CS2	<b>0.731</b>
CS3	<b>0.813</b>
CS4	<b>0.837</b>
CS5	<b>0.534</b>

Exploratory factor analysis for Personalization Strategies (PS) construct resulted in elimination of item PS2: *Employees are encouraged to exchange ideas and experience* (Table 7) and Confirmatory factor analysis resulted in 2 dimensions (Table 8).

**Table 7.** Exploratory factor analysis for Personalization Strategies (PS)

	Component	
	1	2
PS1	0.078	<b>0.892</b>
PS2	<b>0.577</b>	<b>0.572</b>
PS3	<b>0.803</b>	0.314
PS4	0.325	<b>0.809</b>
PS5	<b>0.826</b>	0.270
PS6	<b>0.896</b>	0.064

**Table 8.** Confirmatory factor analysis for Personalization Strategies (PS) after elimination of the item (PS2)

	Component	
	1	2
PS1	0.099	<b>0.909</b>
PS3	<b>0.805</b>	0.297
PS4	0.343	<b>0.810</b>
PS5	<b>0.840</b>	0.279
PS6	<b>0.903</b>	0.067

Exploratory factor analysis for technology strategies (TS) construct resulted in elimination of items TS3: *The hospital invests heavily in information technology that facilitate employee's conversation* and TS4: *The hospital's information technology is simple to use* (Table 9), and Confirmatory factor analysis resulted in 2 dimensions (Table 10).

**Table 9.** Exploratory factor analysis for Technology Strategies (TS)

	Component	
	1	2
TS1	-0.225	<b>0.682</b>
TS2	0.417	<b>0.573</b>
TS3	<b>0.513</b>	<b>0.560</b>
TS4	0.320	0.409
TS5	0.055	<b>0.760</b>
TS6	<b>0.878</b>	0.007
TS7	<b>0.909</b>	0.046

**Table 10.** Confirmatory factor analysis for Technology Strategies (TS) after elimination of the items (TS3) and (TS4)

	Component	
	1	2
TS1	-0.150	<b>0.765</b>
TS2	0.439	<b>0.551</b>
TS5	0.102	<b>0.766</b>
TS6	<b>0.905</b>	0.006
TS7	<b>0.931</b>	0.039

Exploratory factor analysis for job satisfaction (JS) construct resulted in elimination of item 2: *Many of our rules and procedures make doing a good job difficult*, item 4 *Communications seem good within this organization*, item 5: *Raises are too very rare and* item 8: *I find I must work harder at my job because of the incompetence of people I work with* (Table 11), and confirmatory factor analysis resulted in 6 dimensions (Table 12).

**Table 11.** Exploratory factor analysis for Job Satisfaction (JS)

	Component						
	1	2	3	4	5	6	7
JobS1	-0.150	-0.108	-0.095	0.010	<b>0.567</b>	0.162	0.024
JobS2	0.070	0.194	0.178	0.297	0.250	0.071	-0.615
JobS3	0.069	<b>0.730</b>	0.208	0.184	0.010	0.033	0.001
JobS4	<b>0.514</b>	<b>0.555</b>	0.299	-0.031	-0.031	0.018	-0.083
JobS5	-0.496	-0.533	-0.294	0.027	0.200	0.288	-0.058
JobS6	<b>0.722</b>	0.223	0.318	-0.103	-0.170	-0.014	0.131
JobS7	<b>0.815</b>	0.198	0.189	0.068	-0.050	-0.037	0.021
JobS8	-0.074	-0.128	<b>0.585</b>	-0.031	0.117	<b>0.501</b>	0.313
JobS9	0.212	0.151	<b>0.798</b>	0.029	0.020	-0.178	-0.008
JobS10	<b>0.863</b>	0.208	0.069	0.137	0.048	-0.010	0.011
JobS11	<b>0.826</b>	0.168	-0.144	0.082	-0.026	-0.147	0.053

JobS12	0.103	0.107	-0.055	<b>0.757</b>	0.018	0.090	-0.080
JobS13	0.057	-0.051	0.208	<b>0.810</b>	-0.007	-0.104	0.157
JobS14	0.405	<b>0.598</b>	-0.091	-0.005	0.232	0.201	0.055
JobS15	0.133	0.132	<b>0.624</b>	0.428	0.109	0.007	-0.058
JobS16	0.114	0.173	-0.093	0.015	-0.062	<b>0.823</b>	-0.053
JobS17	<b>0.824</b>	0.080	0.000	0.099	0.037	0.166	-0.146
JobS18	0.171	<b>0.748</b>	-0.037	-0.076	-0.072	0.034	-0.148
JobS19	-0.022	0.104	0.211	0.327	0.193	0.048	<b>0.697</b>
JobS20	<b>0.857</b>	0.153	0.090	0.038	-0.006	0.196	-0.116
JobS21	0.256	0.201	0.190	0.090	<b>0.695</b>	-0.067	0.239
JobS22	0.313	<b>0.671</b>	0.011	0.120	0.277	0.056	0.095
JobS23	-0.125	0.129	0.130	-0.033	<b>0.728</b>	-0.230	-0.256

**Table 12.** Confirmatory factor analysis for Job Satisfaction (JS) after elimination of items (2, 4, 5, 8)

	Component					
	1	2	3	4	5	6
JobS1	-0.127	-0.020	0.164	-0.172	<b>0.648</b>	-0.122
JobS3	0.082	<b>0.725</b>	0.186	0.219	-0.025	0.078
JobS6	<b>0.710</b>	0.208	-0.076	0.295	-0.233	0.112
JobS7	<b>0.813</b>	0.195	0.035	0.223	-0.119	0.094
JobS9	0.197	0.191	0.054	<b>0.774</b>	-0.065	0.201
JobS10	<b>0.868</b>	0.180	0.127	0.090	0.017	0.062
JobS11	<b>0.834</b>	0.109	0.071	0.012	0.020	-0.096
JobS12	0.113	0.143	<b>0.779</b>	-0.123	0.075	-0.009
JobS13	0.057	-0.085	<b>0.784</b>	0.217	-0.025	0.198

JobS14	0.422	<b>0.630</b>	-0.015	-0.137	0.172	0.109
JobS15	0.121	0.192	0.482	<b>0.504</b>	0.039	0.229
JobS16	0.101	0.335	0.001	-0.569	-0.305	<b>0.561</b>
JobS17	<b>0.831</b>	0.104	0.084	-0.093	-0.015	0.033
JobS18	0.200	<b>0.743</b>	-0.061	0.028	-0.020	-0.216
JobS19	-0.035	-0.012	0.224	0.097	-0.041	<b>0.774</b>
JobS20	<b>0.859</b>	0.191	0.058	-0.027	-0.061	0.034
JobS21	0.261	0.134	-0.022	0.125	0.430	<b>0.618</b>
JobS22	0.320	<b>0.672</b>	0.068	0.035	0.190	0.250
JobS23	-0.117	0.160	-0.100	0.211	<b>0.722</b>	0.155

Exploratory factor analysis for diversity management (DM) construct resulted in elimination of item 14: *My hospital has done a good job providing training programs that promote multicultural understanding* (Table 13), and confirmatory factor analysis resulted in 2 dimensions (Table 14).

**Table 13.** Exploratory factor analysis for Diversity Management (DM)

	Component		
	1	2	3
D1	<b>0.829</b>	-0.039	-0.047
D2	<b>0.855</b>	-0.129	-0.109
D3	<b>0.715</b>	0.119	0.121
D4	<b>0.912</b>	0.007	-0.050
D5	<b>0.898</b>	0.043	-0.125
D6	-0.236	<b>0.846</b>	0.046
D7	<b>0.877</b>	0.013	-0.034
D8	<b>0.893</b>	0.060	0.014
D9	0.473	<b>0.522</b>	0.163
D10	<b>0.860</b>	0.120	0.060
D11	<b>0.790</b>	0.160	-0.039
D12	<b>0.821</b>	0.122	-0.190
D13	0.043	0.114	<b>0.909</b>
D14	0.397	0.443	-0.427
D15	<b>0.711</b>	0.346	0.058

**Table 14.** Confirmatory factor analysis for Diversity Management (DM) after elimination of element D14

	Component	
	1	2
D1	<b>0.825</b>	-0.090
D2	<b>0.848</b>	-0.201
D3	<b>0.715</b>	0.136
D4	<b>0.911</b>	-0.058
D5	<b>0.906</b>	-0.060
D6	-0.166	<b>0.772</b>
D7	<b>0.878</b>	-0.039
D8	<b>0.893</b>	0.022
D9	0.411	<b>0.536</b>
D10	<b>0.862</b>	0.095
D11	<b>0.803</b>	0.088
D12	<b>0.840</b>	-0.021
D13	-0.001	<b>0.541</b>
D15	<b>0.727</b>	0.276

**Construct Validity**

About all constructs; correlations showed coefficients higher than 0.5 indicating acceptable construct validity (Table 15). In general, construct validity should be above 0.5 to indicate that each of the questions or combinations of questions independently were able to yield reliable answers.

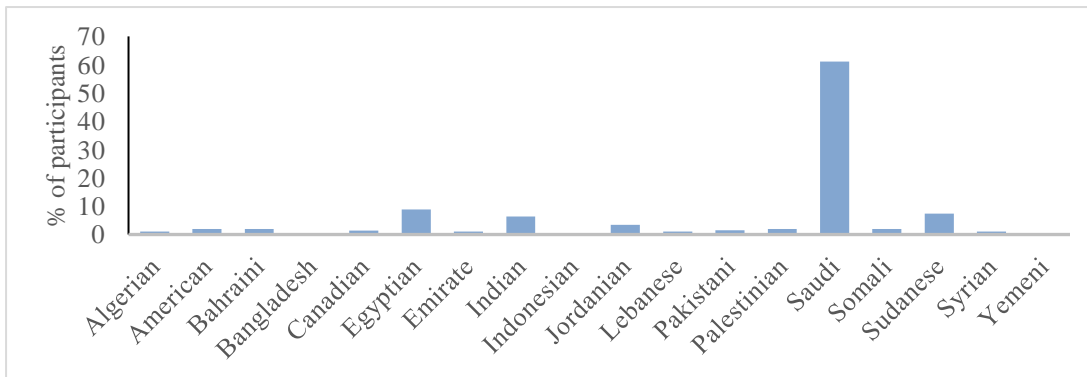
**Table 15. Convergent validity results**

Construct	Correlations range
Knowledge Management (KM)	Not computed because there is only 1 dimension
Codified Strategies (CS)	Not computed because there is only 1 dimension
Personalization Strategies (PS)	0.526
Technology Strategies (TS)	0.567
Job Satisfaction (JS)	0.574 – 0.633
Diversity Management (DM)	0.601



➤ Nationality

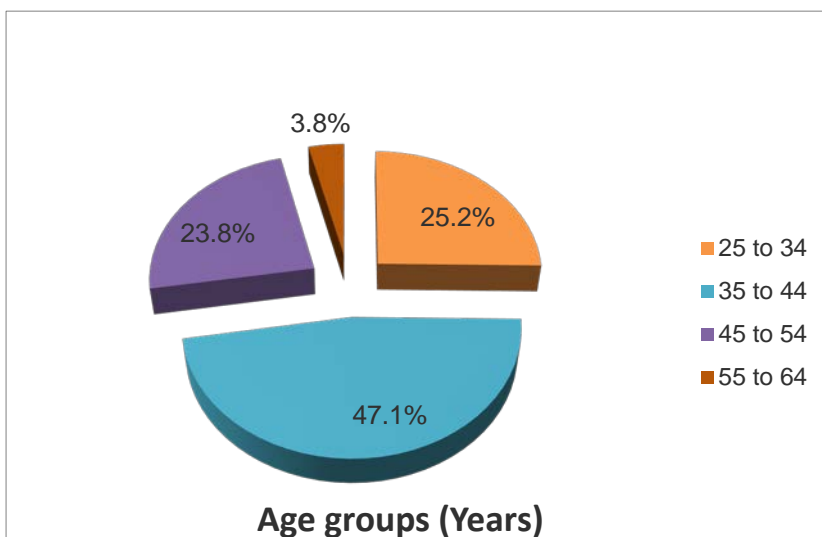
Saudis comprised most of the participants at 59.0% while 41% were non-Saudi and largely dominated by Egyptians, Indian and Sudanese (Figure 13).



**Figure 13.** The nationality profile of the participants dominated by Saudi’s, Egyptian, Indian and Sudanese

➤ Age

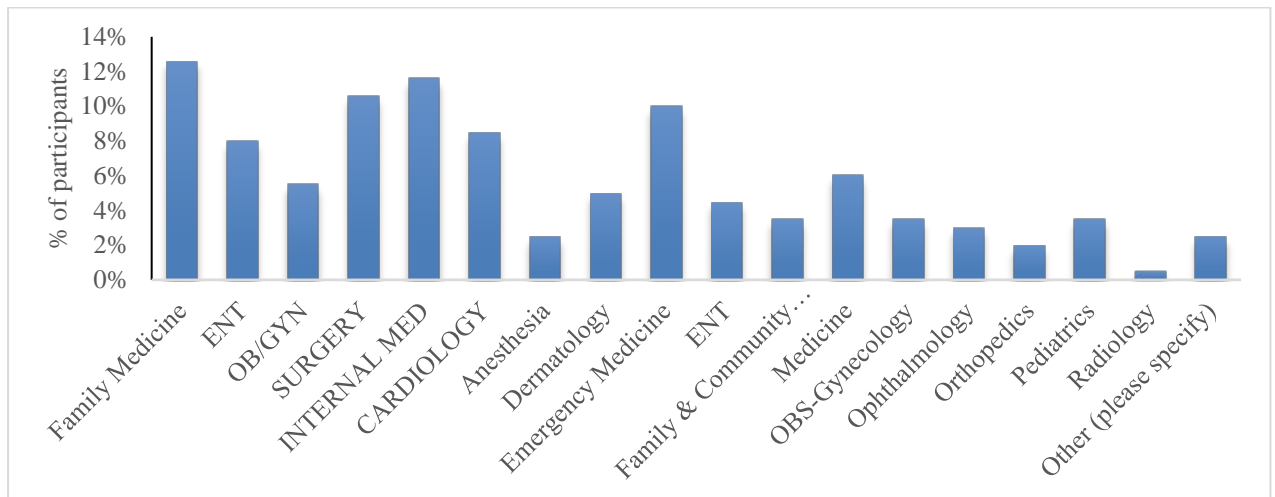
The response rate for the questionnaire was 96.8(%) of a total sample of 217 questionnaires. The majority were male (60.5%) and aged 35-44 years (47.1%, Figure 14).



**Figure 14.** The age profile of the participants of the study, majority are aged between 35-44, with an equal group split between under 35 and above 44. Only 4% is above the age 55.

➤ Specializations

The participants worked in different part of the medical profession within the hospital, many with high level and knowledge centric specializations. The majority occupied worked in Family Medicine, Internal Medicine, Surgery, Cardiology, and Emergency Medicine (Figure 15).



**Figure 15.** Specializations of the participants, most are in specialized positions

## 8.5 Questionnaire Results

### 8.5.1 Knowledge Management Strategies

Participants indicated strongly, 80.4% of participants, that the hospital generally uses codification in order to share knowledge resources in the hospital, since it provides better way to transfer knowledge (Table 16). Although 72.9% of participants acknowledge that the fact that knowledge management needs to be improved in the hospital, a large majority agree that the hospital communicated relevant knowledge when they started (62.4%) and that they preferred to communicate face to face (74.3%) and leaving notes (68.1%), and especially share experience (70.5% and explaining work processes (70.5%).

**Table 16.** Frequencies (n) and percentages (%) of the responses to Knowledge Management questions

	Strongly agree		Agree		Don't know		Disagree		Strongly Disagree		No answer	
	n	%	N	%	n	%	n	%	n	%	n	%
Your hospital apply a codified, accessed and verbalized mechanism of transferring knowledge	81	38.6	77	36.7	6	2.9	11	5.2	0	0.0	35	16.7
Your hospital apply methods for knowledge acquisition and accumulation	61	29.0	108	51.4	3	1.4	3	1.4	0	0.0	35	16.7
Your organization have better communicated relevant knowledge with you when you first started	34	16.2	97	46.2	4	1.9	35	16.7	5	2.4	35	16.7
Knowledge management within my	84	40.0	69	32.9	2	1.0	20	9.5	0	0.0	35	16.7

hospital needs to be improved												
How do you share tacit knowledge during the projects?	n	%										
Telling stories	126	60.0										
Sharing experiences	148	70.5										
Explaining working process	148	70.5										
We often don't share it	22	10.5										
Other	3	1.4										
No response	35	16.7										
How do you communicate within the organization?												
Phone calls	142	67.6										
SMS	91	43.3										
E-mail	106	50.5										
Chat	98	46.7										
Face-to-face	156	74.3										
Leaving notes	143	68.1										
Other	2	1.0										
No response	35	16.7										

### 8.5.2 Codified strategies

82% of the participants indicated that the hospital provides a mechanism for documentation, and they agree to strongly agree that the hospital has a policy that should be followed (Table 18). 73.4% agree/strongly agree that the hospital provides a mechanism to store knowledge, and 63.4% agree/strongly agree that the same is done for a mechanism to retrieve knowledge. 49.6% of the participants disagree to strongly disagree that the explicit knowledge is

placed in forms of manuals, databases, work processes and best practices, lessons learned and how to guys while 32.4% agree. 16.7 % of the participants did not answer related questions for this part of the questionnaire.

**Table 17.** Frequencies (n) and percentages (%) of the responses to Codified Strategies questions

	Strongly agree		Agree		Don't know		Disagree		Strongly Disagree		No answer	
	n	%	n	%	n	%	n	%	n	%	n	%
The hospital provides a mechanism for documentation.	107	51.0	65	31.0	0	0.0	3	1.4	0	0.0	35	16.7
Documentation has a policy that should be followed.	63	30.0	104	49.5	0	0.0	7	3.3	0	0.0	36	17.1
The hospital provides a mechanism to store knowledge.	60	28.6	94	44.8	1	0.5	19	9.0	1	0.5	35	16.7
The hospital provides a mechanism to retrieve stored knowledge.	47	22.4	86	41.0	2	1.0	37	17.6	3	1.4	35	16.7
Explicit Knowledge are placed in	14	6.7	54	25.7	2	1.0	94	44.8	10	4.8	36	17.1

following forms: manuals, databases work processes, best practices, lessons learned, how-to-guides.												
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### 8.5.3 *Personalization strategies*

Participants indicated that there is direct communication with employees from the same department (79.1%). With 55.3% of the participants indicating that there they are encouraged to exchange and experience. Despite this, 48.6% of the participants showed contradictory views by indicating that they do not have an open hospital culture that aids personal communication- while 34.2% indicated that they agree to strongly agree with this. Additionally, 68.1% agreed/strongly agree that the hospital provides circumstances to share knowledge in the form of meetings. Participants indicated that the hospital does not effectively provides opportunities for knowledge enhancement, with 47.2% of the participants indicating that experts from outside are not often invited to participate in workshops and lectures to enhance their knowledge. A further 43.8% of participants when asked to disagree that employees are encouraged to exchange ideas and experience.

**Table 18.** Frequencies (n) and percentages (%) of the responses to Personalization

Strategies questions

	Strongly agree		Agree		Don't know		Disagree		Strongly Disagree		No answer	
	n	%	n	%	n	%	n	%	n	%	n	%
We have a direct communication within employees at the same department.	97	46.2	69	32.9	0	0.0	6	2.9	3	1.4	35	16.7
Employees are encouraged to exchange ideas and experience.	26	12.4	90	42.9	1	0.5	53	25.2	4	1.9	36	17.1
We have an open hospital culture that aids personal communication.	11	5.2	61	29.0	1	0.5	88	41.9	14	6.7	35	16.7
The hospital provides circumstances to share knowledge (e.g., in form of meetings).	41	19.5	102	48.6	0	0.0	27	12.9	4	1.9	36	17.1
Knowledge workers use each	13	6.2	62	29.5	1	0.5	73	34.8	26	12.4	35	16.7

other as resources through brainstorming sessions, networking, one-on-one conversations and team projects where the focus is on individual knowledge and experience.												
Experts are invited from outside the hospital often to participate in workshops and lectures to enhance our knowledge.	12	5.7	69	32.9	0	0.0	71	33.8	21	10.0	37	17.6

#### 8.5.4 *Technology Strategies*

Participants are in agreement that the hospital invests in information technology that provides access to codified knowledge (80% of participants). However, 41.9% say the information technology does not facilitate tacit knowledge, 49.5% say the information technology does not



facilitate employee’s conversation, despite it being relatively easy to use (57.2% reported this) and aims to provide better patient care (73.8% reported this). The hospital is intending for this information technology platform to provide access to educational materials, but 74.3% of the participants report that this is not what occurs, and the hospital intends for the information technology to provide for web-based training but 77.6% of the participants disagree with this.

**Table 19.** Frequencies (n) and percentages (%) of the responses to Technology Strategies questions

	Strongly agree		Agree		Don't know		Disagree		Strongly Disagree		No answer	
	n	%	n	%	N	%	n	%	n	%	n	%
The hospital invests heavily in Information Technology that provides access to codified knowledge.	91	43.3	77	36.7	3	1.4	2	1.0	2	1.0	35	16.7
The hospital invests heavily in Information Technology that facilitate tacit knowledge exchange.	20	9.5	62	29.5	5	2.4	76	36.2	12	5.7	35	16.7
The hospital invests heavily in Information Technology that	17	8.1	53	25.2	1	0.5	84	40.0	20	9.5	35	16.7

facilitate employees conversation												
The hospital's Information Technology is simple to use.	5	2.4	115	54.8	0	0.0	50	23.8	5	2.4	35	16.7
The hospital's Information Technology aims to provide better patient care.	21	10.0	134	63.8	0	0.0	20	9.5	0	0.0	35	16.7
The hospital's Information Technology provides an access to educational materials.	3	1.4	16	7.6	0	0.0	128	61.0	28	13.3	35	16.7
The hospital's Information Technology provides a Web-based training.	2	1.0	10	4.8	0	0.0	102	48.6	61	29.0	35	16.7

### 8.5.5 Job Satisfaction

With regards to job satisfaction factors, there were varied responses from the participants. 57.6% of the participants reported that they are not satisfied with the benefits they receive, and 45.2% reported that the rules and procedures make doing a good job difficult, despite 65.3% of the participants reporting that they like their work. Participants are inclined to believe that communication is good within the hospital (61.9%), but 38.1% indicated that they do not agree with this. An equal proportion of participants (43.3%) indicated that the raises are too few and far between and only those who do well on the job stand a fair chance of being promoted, while close to 40% disagree. A large proportion of participants (48.1%) do not believe that their benefits are as good as most organizations. Many of the participants reported that they are unhappy currently or show high levels of job dissatisfaction: 53.8% indicate that they must work harder because of the incompetence of others on their teams, despite that progression on the job is like other organizations (40.5% agree and 41.4% disagree). In addition, the participants suggest that the job dissatisfaction can be because the rewards they seek are too few (64.8%) when there is too much work to do (69.1%), which means that more work or increased workload does not equate to benefits. 60.5% of participants indicated that they enjoy working with their co-workers.

**Table 20.** Frequencies (n) and percentages (%) of the responses to Job Satisfaction questions

	Strongly agree		Agree		Don't know		Disagree		Strongly Disagree		No answer	
	n	%	n	%	n	%	n	%	n	%	n	%
I am not satisfied with the benefits I receive.	12	5.7	109	51.9	0	0.0	50	23.8	3	1.4	36	17.1
Many of our rules and procedures make doing a good job difficult.	8	3.8	87	41.4	0	0.0	73	34.8	7	3.3	35	16.7

I like the people I work with.	14	6.7	123	58.6	4	1.9	32	15.2	2	1.0	35	16.7
Communications seem good within this organization.	13	6.2	82	39.0	0	0.0	70	33.3	10	4.8	35	16.7
Raises are too few and far between.	13	6.2	78	37.1	3	1.4	61	29.0	20	9.5	35	16.7
Those who do well on the job stand a fair chance of being promoted.	14	6.7	77	36.7	2	1.0	65	31.0	17	8.1	35	16.7
The benefits we receive are as good as most other organizations offer.	10	4.8	63	30.0	1	0.5	79	37.6	22	10.5	35	16.7
I find I have to work harder at my job because of the incompetence of people I work with.	15	7.1	98	46.7	0	0.0	58	27.6	4	1.9	35	16.7
The goals of this organization are not clear to me.	11	5.2	76	36.2	0	0.0	78	37.1	10	4.8	35	16.7
People get ahead as fast here as they do in other places.	10	4.8	75	35.7	3	1.4	70	33.3	17	8.1	35	16.7
The benefit package we have is equitable.	6	2.9	79	37.6	4	1.9	52	24.8	34	16.2	35	16.7
There are few rewards for those who work here.	27	12.9	109	51.9	1	0.5	34	16.2	3	1.4	36	17.1
I have too much to do at work.	23	11.0	122	58.1	0	0.0	30	14.3	0	0.0	35	16.7

I enjoy my coworkers.	10	4.8	117	55.7	9	4.3	38	18.1	1	0.5	35	16.7
I often feel that I do not know what is going on with the organization.	7	3.3	117	55.7	0	0.0	42	20.0	9	4.3	35	16.7
I feel a sense of pride in doing my job.	50	23.8	116	55.2	3	1.4	6	2.9	0	0.0	35	16.7
I feel satisfied with my chances for salary increases.	13	6.2	88	41.9	11	5.2	46	21.9	17	8.1	35	16.7
I like my supervisor.	11	5.2	115	54.8	14	6.7	30	14.3	4	1.9	36	17.1
I have too much paperwork.	9	4.3	133	63.3	0	0.0	28	13.3	4	1.9	36	17.1
I am satisfied with my chances for promotion.	11	5.2	87	41.4	5	2.4	54	25.7	18	8.6	35	16.7
There is too much bickering and fighting at work.	4	1.9	59	28.1	2	1.0	97	46.2	13	6.2	35	16.7
My job is enjoyable.	12	5.7	122	58.1	13	6.2	25	11.9	3	1.4	35	16.7
Work assignments are not fully explained.	2	1.0	42	20.0	0	0.0	121	57.6	9	4.3	36	17.1

### 8.5.6 Diversity Management

The participants are in agreement that the leadership of the hospital encourages diversity (57.6%) and shows that diversity is important through actions (49.5%), they are committed to diversity (63.3%), and although 49.1% of the participants indicated that the hospital respects their differences 31% of the participants do not agree and equally 30% of the participants report that the hospital is not making progress with diversity initiatives, despite the fact that 57.6% of the participants see the hospital as a fair workplace that includes people from every race. In addition,

58.5% of the participants agree that employees of different ages are valued equally, and 48.6% agree that supervisors satisfactorily handle diversity matters and people from different backgrounds are treated fairly. Close to 40% disagree that employees who are different are treated fairly, and that employees do not appreciate those from different ethnicity. 66% of participants strongly agree that the hospital has policies in place that discourage discrimination, and 52% of participants agree that their supervisor is committed to and support diversity.

An equal proportion of participants were happy and unhappy with diversity. The majority of the participants (71.4%) report that the hospital has not done a good job in providing training programs that promote multicultural understanding, and a further 78.1% strongly agree that education about diversity will enhance the hospital's profitability.

**Table 21.** Frequencies (n) and percentages (%) of the responses to Diversity Management questions

	Strongly agree		Agree		Don't know		Disagree		Strongly Disagree		No answer	
	N	%	n	%	n	%	n	%	n	%	n	%
The leadership at my hospital encourages diversity	17	8.1	104	49.5	6	2.9	37	17.6	11	5.2	35	16.7
Management shows that diversity is important through its actions	12	5.7	92	43.8	6	2.9	56	26.7	9	4.3	35	16.7
My hospital is committed to diversity	11	5.2	122	58.1	7	3.3	28	13.3	6	2.9	36	17.1
My hospital respects individuals and values their differences	10	4.8	93	44.3	6	2.9	53	25.2	13	6.2	35	16.7

My hospital is making progress with diversity initiatives	13	6.2	89	42.4	9	4.3	49	23.3	14	6.7	36	17.1
A fair workplace includes people from every race.	50	23.8	71	33.8	3	1.4	45	21.4	6	2.9	35	16.7
Employees who are different from most others are treated fairly at my hospital	11	5.2	80	38.1	6	2.9	57	27.1	21	10.0	35	16.7
At my hospital, employees appreciate others whose race/ethnicity is different from their own	10	4.8	90	42.9	5	2.4	51	24.3	18	8.6	36	17.1
The hospital's policies or procedures discourage discrimination.	29	13.8	109	51.9	14	6.7	20	9.5	3	1.4	35	16.7
Employees of different ages are valued equally by this organization	14	6.7	94	44.8	6	2.9	46	21.9	15	7.1	35	16.7
My supervisor is committed to, and supports, diversity	11	5.2	112	53.3	10	4.8	33	15.7	9	4.3	35	16.7
My supervisor handles diversity matters satisfactorily	10	4.8	92	43.8	14	6.7	46	21.9	10	4.8	38	18.1
Education about diversity will enhance the hospital's profitability	114	54.3	50	23.8	4	1.9	4	1.9	2	1.0	36	17.1

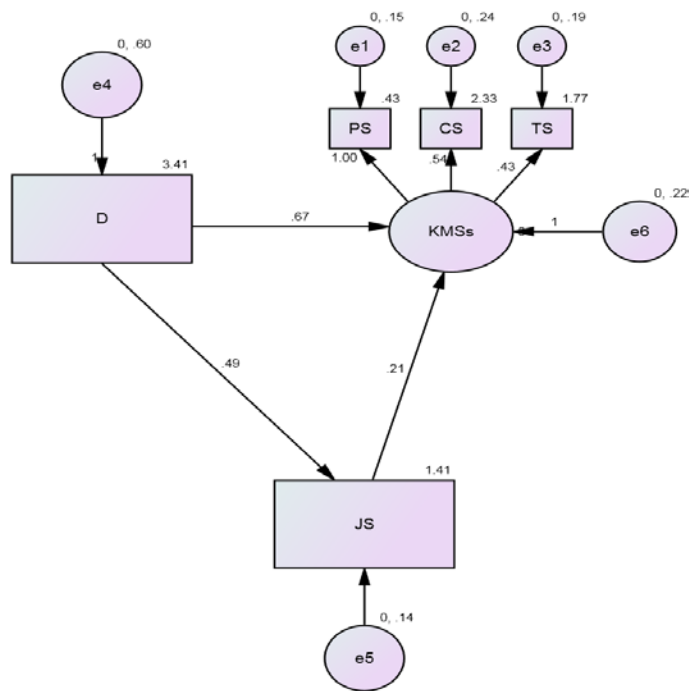
My hospital has done a good job providing training programs that promote multicultural understanding	10	4.8	12	5.7	3	1.4	33	15.7	117	55.7	35	16.7
I am happy with diversity workplace at my hospital	9	4.3	76	36.2	4	1.9	67	31.9	19	9.0	35	16.7

## 8.6 Inferential Statistics

### *Effect of different factors on Job Satisfaction:*

The structural equation modeling procedure was applied to the whole sample to test the effect of all factors on job satisfaction. Model fit was tested using chi-square ( $\chi^2$ ) test and root-mean-square error of approximation (RMSEA); the results were as follows:  $\chi^2 = 1.8$ , Degrees of freedom = 4, P-value = 0.0101, RMSEA = 0.016 with 90% CI (0.011 – 0.022). These results indicate good fit of the model (Figure16)





**Figure 16.** Path diagram of the research model.

**Hypothesis 1: There is a direct relationship between job satisfaction(JS) and Knowledge Management Strategies (KMSs)**

*Hypothesis 1 was supported, there is a significant positive relationship between KMS and JS, with JS increasing with KMSs (Figure 21). The regression coefficient for the effect of Knowledge Management Strategies (KMS) on job satisfaction (JS) is 0.212, the standard error (SE) = 0.071 with statistically significant P-value < 0.047. The standardized regression weight was 0.148. So, we can conclude that Knowledge Management Strategies (KMS) have a statistically significant direct effect on Job Satisfaction (JS) although this is marginal at  $p < 0.05$ ; an increase in KMSs is associated with an increase in JS.*

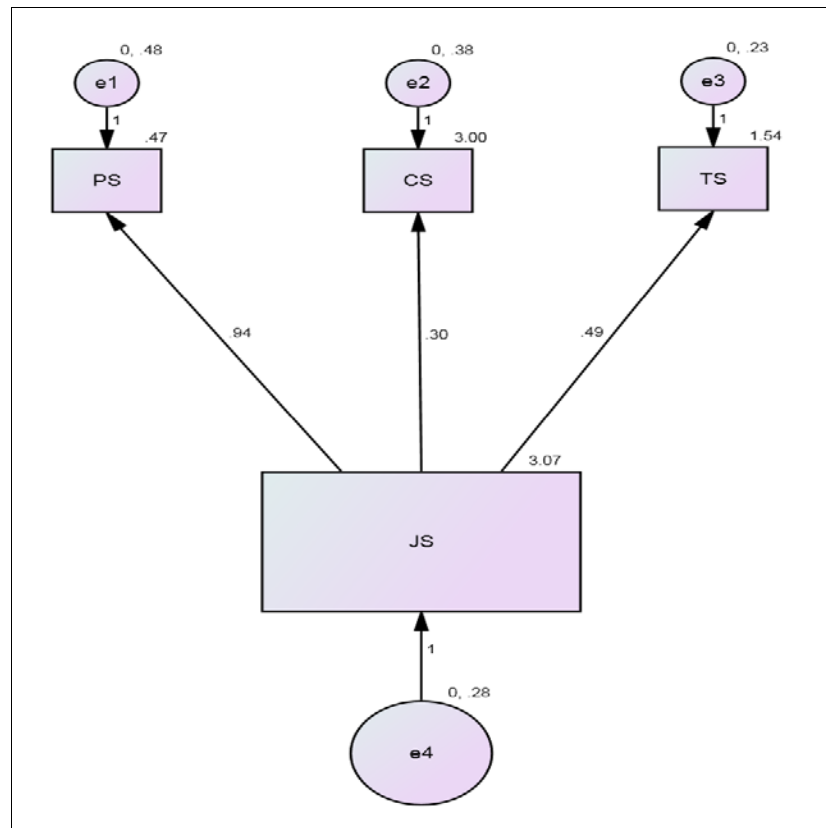
- a. Relation between job satisfaction (JS) and the components of Knowledge Management Strategies (KMS); (Personalization Strategies, Codified Strategies, and Technology Strategies)**

The regression coefficient for the effect of job satisfaction (JS) on personalization strategies (PS) is 0.940, the standard error (SE) = 0.099 with statistically significant *P*-value <0.001, Figure 17. The standardized regression weight was 0.583. So, we can conclude that there is a direct correlation between job satisfaction (JS) and personalization strategies (PS).

The regression coefficient for the effect of job satisfaction (JS) on codified strategies (CS) is 0.298, the standard error (SE) = 0.088 with statistically significant *P*-value <0.001. The standardized regression weight was 0.248. So, we can conclude that there is a direct correlation between job satisfaction (JS) and codified strategies (CS).

The regression coefficient for the effect of job satisfaction (JS) on technology strategies (TS) is 0.491, the standard error (SE) = 0.068 with statistically significant *P*-value <0.001. The standardized regression weight was 0.480. So, we can conclude that there is a direct correlation between job satisfaction (JS) and codified strategies (CS).

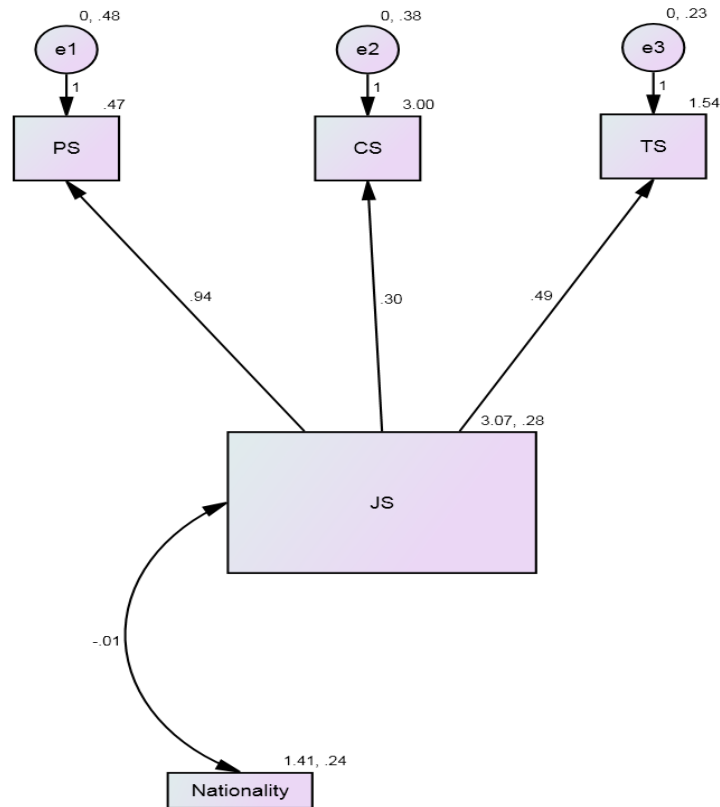
By comparing the standardized regression weights among the three statistically significant strategies we can conclude that the highest effect of job satisfaction was on personalization strategy (PS) followed by technology strategy (TS) then codified strategy (CS).



**Figure 17.** Path diagram for the effect of Job Satisfaction (JS) on Personalization Strategies (PS), Codified Strategies (CS) and Technology Strategies (TS)

**b. Relation between Job Satisfaction (JS) and the components of Knowledge Management Strategies (KMSs); (Personalization Strategies, Codified Strategies, and Technology Strategies) among Saudis and all Non-Saudis**

Nationality, Saudis versus Non-Saudis, was included as a covariance in the model (Figure 18). The results revealed that nationality had non-statistically significant effect on job satisfaction in the present model with  $P$ -value = 0.0.



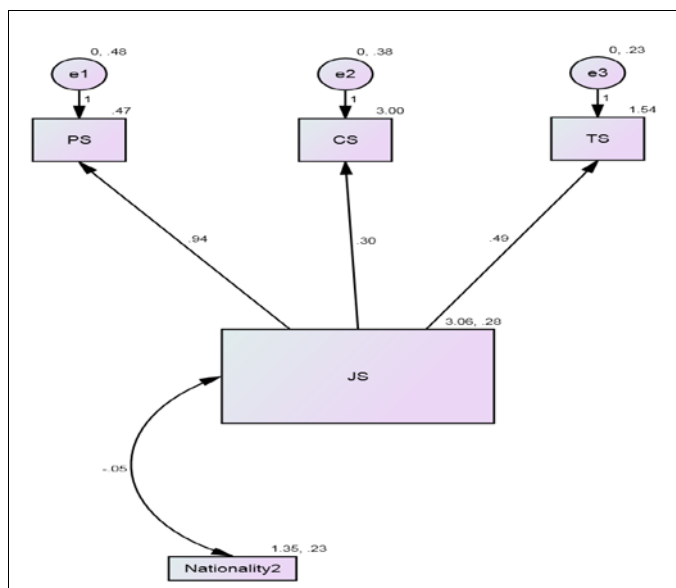
**Figure 18.** Path diagram for the effect of Job Satisfaction (JS) on Personalization Strategies (PS), Codified Strategies (CS) and Technology Strategies (TS) among Saudis and all Non-Saudis

**a. Relation between Job Satisfaction (JS) and the components of knowledge management strategies (KMS); (Personalization Strategies, Codified Strategies, and Technology Strategies) among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)**

In this model (Figure 19), nationality was included as a covariance in the model. Nationality here indicates Saudis versus Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese). The results revealed that nationality had a

statistically significant effect on job satisfaction in the present model with  $P$ -value = 0.011, Figure 19.

Comparison between job satisfaction scores among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese) revealed that Saudis showed statistically significantly higher mean job satisfaction score than Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese), Table 23. Therefore, this suggests that individual with similar cultural backgrounds have similar levels of job satisfaction and likely are being treated the same within the hospital. What is peculiar is the westerners in this group who report similar levels of job satisfaction, and supporting the observation made on chapter 7 individual and focus group interviews.



**Figure 19.** Path diagram for the effect of Job Satisfaction (JS) on Personalization Strategies (PS), Codified Strategies (CS) and Technology Strategies (TS) among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)

**Table 22:** Mean, standard deviation (SD) values and results of comparison between job satisfaction scores of Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)

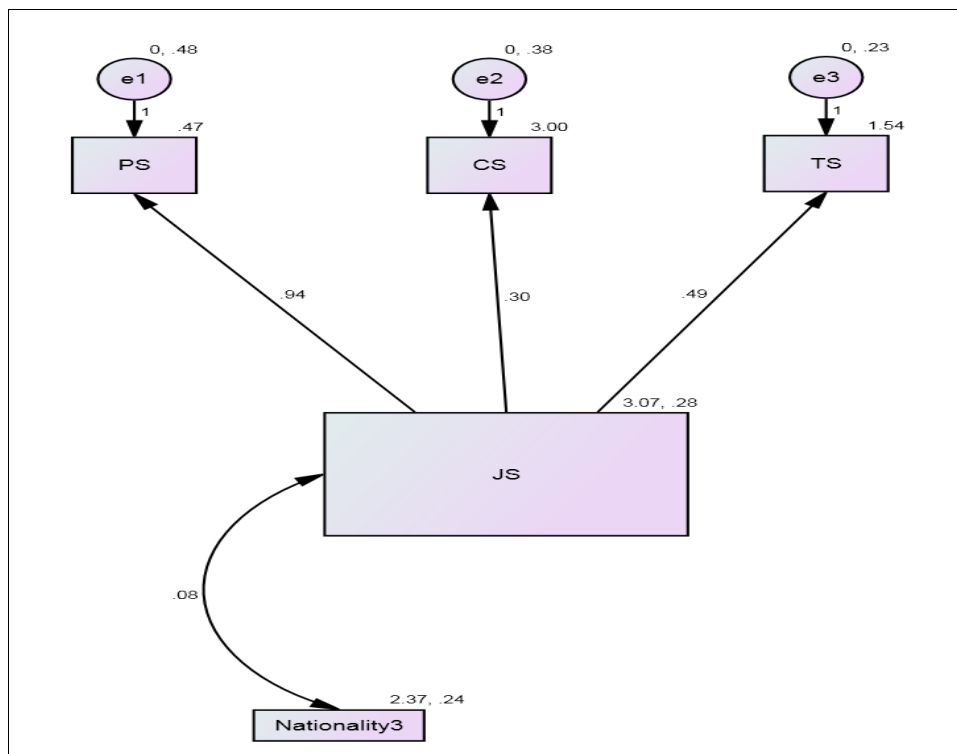
Construct	Saudis (n = 109)		Non-Saudis † (n = 51)		95% CI for the difference		P-value
	Mean	SD	Mean	SD	Lower bound	Upper bound	
Job Satisfaction	3.09	0.48	2.89	0.52	0.041	0.372	0.015*

†: Except Americans, Canadians, Bahrainis, Emirates, and Lebanese, \*: *Significant at  $P \leq 0.05$*

**b. Relation between Job Satisfaction (JS) and the components of Knowledge Management Strategies (KMSs); (Personalization Strategies, Codified Strategies, and Technology Strategies) among Americans and Canadians vs. Bahrainis, Emirates, and Lebanese**

The interesting finding that showed Arabic nationalities and Westerners had similar levels of job satisfaction, it was important to ascertain how the KMSs influence job satisfaction based on these two nationalities. In this model (Figure 20); nationality was included as a covariance in the model. Nationality here indicates Americans and Canadians versus Bahrainis, Emirates, and Lebanese. The results revealed that nationality had non-statistically significant effect on job satisfaction in the present model

with  $P$ -value = 0.193.



**Figure 20.** Path diagram for the effect of Job Satisfaction (JS) on Personalization Strategies (PS), Codified Strategies (CS) and Technology Strategies (TS) among Americans and Canadians vs. Bahrainis, Emirates, and Lebanese

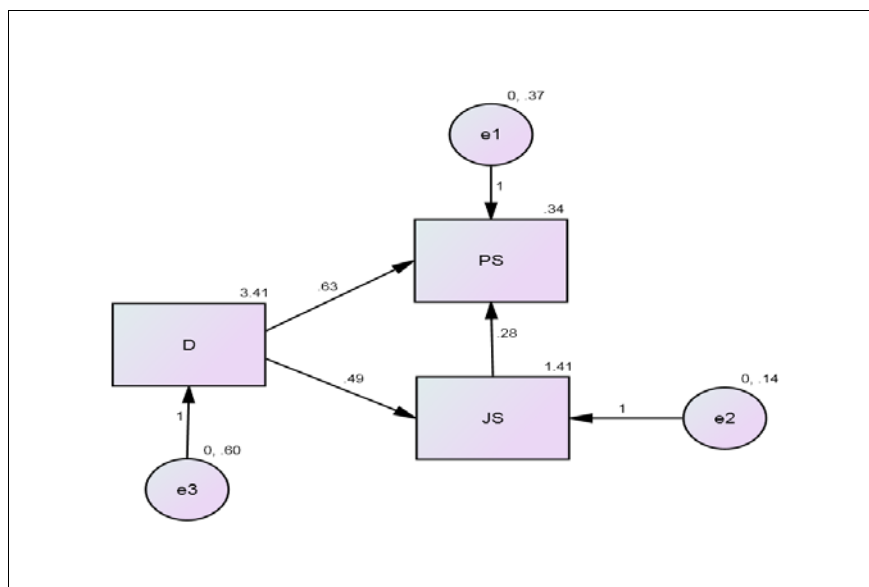
**Hypothesis 2: Diversity (D) affects job satisfaction (JS) and Personalisation strategies (PS) of knowledge management**

The regression coefficient for the effect of diversity (D) on job satisfaction (JS) is 0.487, the standard error (SE) = 0.036 with statistically significant  $P$ -value <0.001, Figure 21.

The regression coefficient for the effect of diversity (D) on personalization strategy (PS) is 0.628, the standard error (SE) = 0.084 with statistically significant  $P$ -value <0.001.

The regression coefficient for the effect of job satisfaction (JS) on personalization strategy (PS) is 0.285, the standard error (SE) = 0.123 with statistically significant  $P$ -value = 0.021.

So, we can conclude that there is a direct correlation between diversity (D), job satisfaction (JS) and personalization strategy (PS). As diversity increases, job satisfaction increases, and as diversity increases, personalisation strategy increases, and similarly as job satisfaction increases, so does personalisation strategy. Increasing job satisfaction, according to Maslow’s hierarchy, can improve task performance, which increases confidence and may directly influence the rate and level at which individuals engage with each other. Moreover, the results suggest that increased diversity can have a positive effect on job satisfaction likely through the interaction among diverse people and bringing new ideas. Though this is not discussed or included as a factor in this study, there is a likelihood that this could be true.



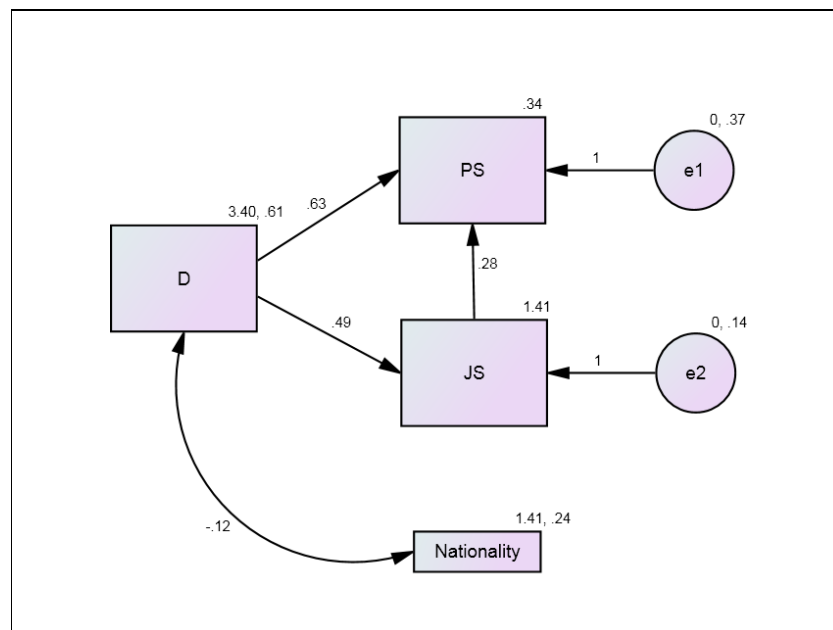
**Figure 21.** Path diagram for the effect of Diversity (D) on Job Satisfaction (JS) and Personalization Strategy(PS)



## Personalization Strategy (PS)

### a. Relation between Diversity (D), Job Satisfaction (JS) and Personalization Strategies (PS) among Saudis and all Non-Saudis

Nationality, Saudis versus all other nationalities, was included as a covariate in the model, Figure 22. The results revealed that nationality had a statistically significant effect on diversity (D) in the present model with  $P$ -value  $<0.001$ . Comparison between diversity scores among Saudis and all Non-Saudis revealed that Saudis showed statistically significantly higher mean diversity score than Non-Saudis (Table 24). This is an unsurprising result since the case study revealed that there were very high levels of dissatisfaction indicated by non-Saudi physician in the individual and focus group interviews



**Figure 22.** Path diagram for the Relation between Diversity (D), Job Satisfaction (JS) and Personalization Strategies (PS) among Saudis and all Non-Saudis

**Table 23:** Mean, standard deviation (SD) values and results of comparison between diversity scores of Saudis and all Non-Saudis

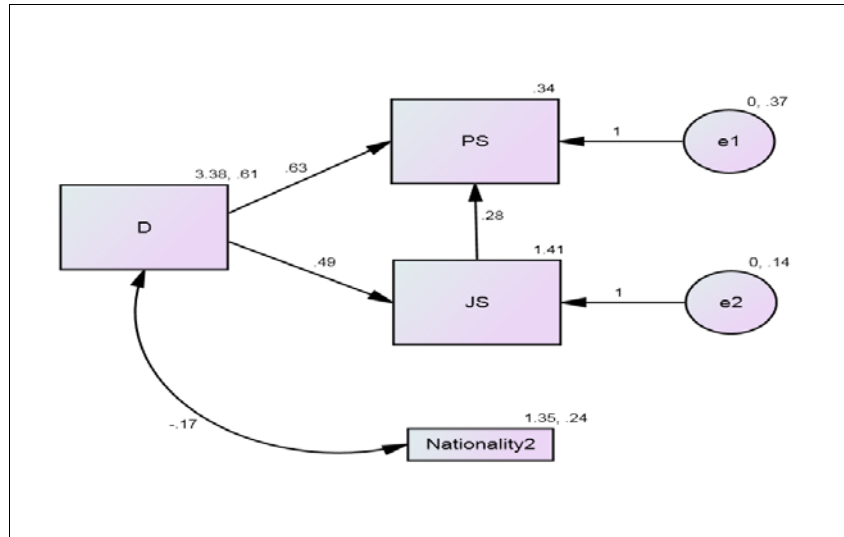
Construct	Saudis (n = 109)		Non-Saudis (n = 66)		95% CI for the difference		P-value
	Mean	SD	Mean	SD	Lower bound	Upper bound	
	Diversity	3.60	0.57	3.12	0.97	0.249	

\*: Significant at  $P \leq 0.05$

**b. Relation between Diversity (D), Job Satisfaction (JS) and Personalization Strategies (PS) among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)**

In this second model of diversity, nationality which included Saudis and non-Saudis but excluded Americans, Canadians, Bahrainis, Emirates, and Lebanese (Figure 23), was also included as a covariate. The results revealed that nationality had a statistically significant effect on diversity (D) in the present model with  $P$ -value <0.001.

Comparison between Diversity scores among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese) revealed that Saudis showed statistically significantly higher mean diversity score than Non-Saudis.



**Figure 23.** Path diagram for the Relation between Diversity (D), Job Satisfaction (JS) and Personalization Strategies (PS) among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)

**Table 24:** Mean, standard deviation (SD) values and results of comparison between diversity scores of Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)

Construct	Saudis (n = 109)		Non-Saudis † (n = 51)		95% CI for the difference		P-value
	Mean	SD	Mean	SD	Lower bound	Upper bound	
Diversity	3.60	0.57	2.93	0.82	0.447	0.891	<0.001*

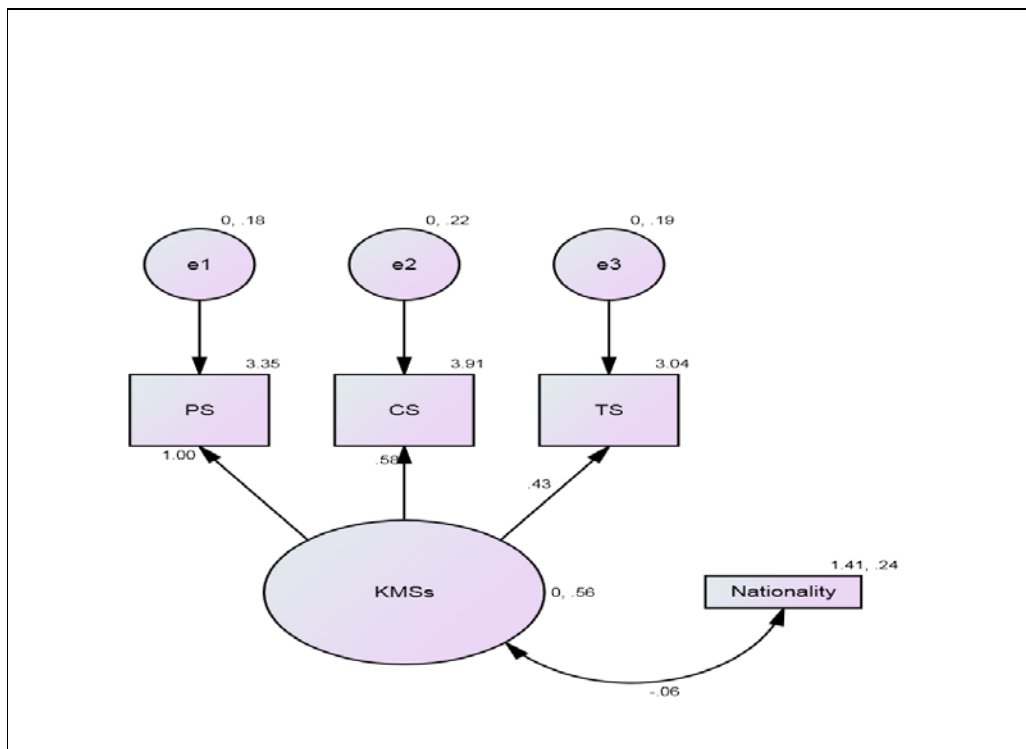
†: Except Americans, Canadians, Bahrainis, Emirates, and Lebanese, \*: Significant at  $P \leq 0.05$

***Hypothesis 3: Technology positively influences Knowledge Management Strategies (KMSs)***

Using the main model of this study (Figure 20), we tested the effect of technology strategies (TS) on KMSs. The regression coefficient for the effect of technology strategies (TS) on Knowledge Management Strategies (KMSs) is 0.434, the standard error (SE) = 0.053 with statistically significant  $P$ -value  $<0.001$ . Increasing TS results in increasing the use of KMSs, thus TS and KMSs are positively correlated.

**a. Effect of Technology on Knowledge Management Strategies (KMSs) among Saudis and all Non-Saudis**

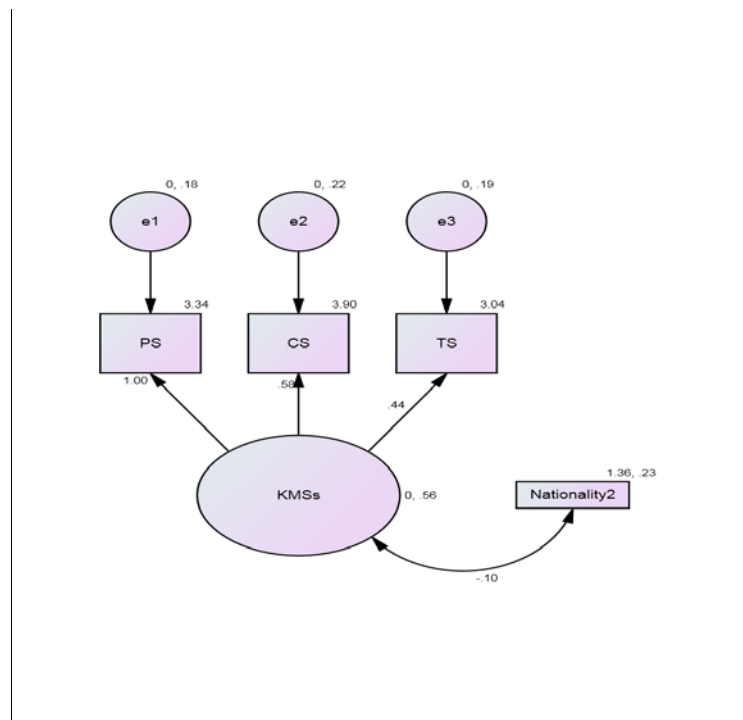
When nationality was added as a covariate (Figure 24), no significant effect of nationality on JS was found, with  $P$ -value = 0.067.



**Figure 24.** Path diagram for the effect of Technology on Knowledge Management Strategies (KMSs) among Saudis and all Non-Saudis

**b. Effect of Technology on Knowledge Management Strategies (KMSs) among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)**

When Americans, Canadians, Emiratis, and Lebanese were excluded from the model (Figure 25), the result showed that nationality had a statistically significant effect on KMSs, with  $P$ -value = 0.001. Saudis showed statistically significantly higher mean Knowledge Management scores than Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese), Table 26.



**Figure 25.** Path diagram for the effect of Technology on Knowledge Management Strategies (KMSs) among Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)

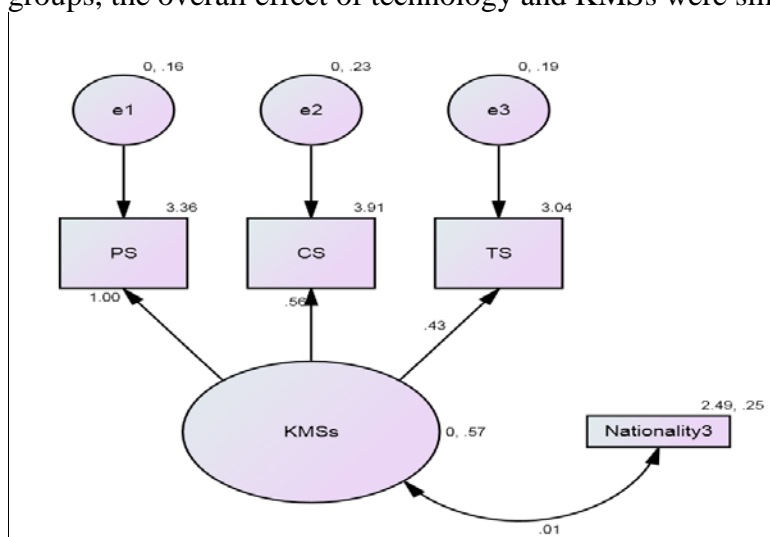
**Table 25:** Mean, standard deviation (SD) values and results of comparison between Job Satisfaction scores of Saudis and Non-Saudis (Except Americans, Canadians, Bahrainis, Emirates, and Lebanese)

Construct	Saudis (n = 109)		Non-Saudis † (n = 51)		95% CI for the difference		P-value
	Mean	SD	Mean	SD	Lower bound	Upper bound	
	Knowledge Management Strategies	4.31	0.52	3.63	0.66	0.484	

†: Except Americans, Canadians, Bahrainis, Emirates, and Lebanese, \*: Significant at  $P \leq 0.05$

**c. Effect of Technology on Knowledge Management Strategies (KMSs) among Americans and Canadians versus Bahrainis, Emirates, and Lebanese**

When only Americans and Canadians versus Bahrainis, Emirates and Lebanese were compared (Figure 26), the results revealed that nationality had non-statistically significant effect on job satisfaction in the present model with  $P$ -value = 0.911. No significant effects of nationality on KMSs were found, suggesting that among these groups, the overall effect of technology and KMSs were similar.



**Figure 26.** Path diagram for the effect of Technology on Knowledge Management Strategies (KMSs) among Americans and Canadians versus Bahrainis, Emirates, and Lebanese

## **8.7 Main Conclusions**

Overall the hospital has managed to integrate technology into its workplace; however, employees are generally not satisfied with many factors pertaining to the job and to workplace diversity, which negatively influence their job performance. Lack of awareness about workplace diversity leads to job dissatisfaction in multicultural organizations. Study participants indicated the importance of codified strategy, which negatively influenced job satisfaction because most of the participants preferred to communicate face to face within each department. However, they did not engage with others within the hospital and therefore were limited in sharing tacit knowledge. Participants agree that codification improves access to knowledge, but states that this is not effectively implemented in the hospital. The most important finding was that the effect of job satisfaction on personalization strategy. Personalization strategy leads to communication improvement and ability to share and exchange knowledge. The findings support the conclusions of other studies investigating the effect of job satisfaction on personalization strategy which indicate that with increasing job satisfaction, performance and communication increased (Allameh et al 2011).

The hospital has established a quality information technology infrastructure, but this was not appropriately used and was ineffective in improving knowledge sharing. Although technology positively influenced job satisfaction, it did not improve KMSs among Saudis and non-Saudis. The participants' show that both codified and personalization strategy are much improved when technology is involved. In addition, both codified strategy and technology strategy have different influences on job satisfaction, depending on nationality. The Americans, Canadians, Bahrainis, Lebanese, and Emiratis all showed similar job satisfaction levels, and technology and other KMSs positively influenced their job

satisfaction. In the case studies, these nationalities indicated high levels of job satisfaction relative to other nationalities, and indicated having easier access to communication platforms and being able to easily engage with other Arabic nationalities.

Factors that influence job satisfaction among the different nationalities included the lack of appropriate incentives, the mismatch between workload and benefits, and the lengthy wait between raises and promotions. In addition, managers/administrators do not effectively communicate to employees regarding hospital procedures and policies; this makes them feel insecure. A small proportion of participants noted that there are some issues of conflict at work that could be a result of the lack of common culture within the organization.

The non-Saudi participants noted that there was no open hospital culture, and this likely was a barrier for their engagement with other hospital workers. Considering that Saudi Arabia is a monoculture society, this comes as no surprise as other nationalities will have to adjust to the culture and working style of the society to which they have become a part. Arabic speaking nationalities such as Bahrainis, Emiratis and Lebanese did not report similar perceptions. It is interesting that Americans and Canadians did not experience low job satisfaction and were similar in their perception of the hospital, personal and organizational growth as were the Bahrainis, Emiratis, and Canadians. These participants in the case studies were most satisfied with their work environments, benefits and incentives and had overall higher job satisfaction than other non-Saudi nationalities. Moreover, these specific nationalities seemed to have higher benefits, to occupy prestigious positions and to live in luxury compounds with access to a range of amenities and benefits.

The critical outcome of this study, particularly of the questionnaire, was that participants felt that the hospital did not do a good job in providing adequate training programs that promote multicultural understanding. Although participants understand that



the hospital and its leaders are committed to diversity and have respect for individuals' values and differences, the hospital was not making progress with its diversity initiatives and were moderately fair as a workplace that includes people from different backgrounds and races. The issues of supervisors and their lack of cultural sensitivity needs to be addressed since participants reported that their supervisors were inadequately equipped to satisfactorily handle diversity since they did not treat employees who are different as fairly as they should. This indicated that they did not really appreciate diversity in race/ethnicity. There are policies in place to limit discrimination in the hospital but managing a diverse workforce while lacking education and training about diversity makes it difficult to integrate diverse staff and to ensure effective harnessing of knowledge. The participants agree that improving cultural sensitivity through training will enhance the hospital's profitability. Therefore, improving job satisfaction and KMS is key to the hospital's growth and success in implementing technological advancement. Equally important is improving their diversity mandate through cultural sensitization, especially for the Saudis who must learn to accept other cultures so that the value that comes from having a multicultural workforce can be effectively derived and a knowledge economy can be deepened and strengthened.

## **Chapter 9: Discussion on the Based Case Study**

### **9.1 Introduction**

These case studies establish that job satisfaction and knowledge management with multicultural organizations are intricately linked. Improving job satisfaction in terms of hygienic factors does not necessary lead to improved knowledge management practices. However, having effective policies to drive and direct such processes from the beginning is likely to engage employees to change and to the adoption of these new practices. As mentioned in preceding chapters, in Saudi Arabia, economic change was rather rapid after the discovery of oil, but the society in general was unprepared for the significant amount of change this economic boom would have on the culture of the workforce. As a monoculture society with strict norms, values, and cultural practices, it became a significant challenge and undertaking to adapt at the organizational level. These case studies touch on the sensitive matter of culture and its role as a barrier to knowledge management and knowledge sharing and how this ultimately affects employee integration and job satisfaction, despite benefits and incentives. Job satisfaction and employee retention do not result from the reward system alone. Organization policies, communication and knowledge management are essential to both job satisfaction and employee retention.

A common thread that emerges from the analysis of these case studies is the importance of codification and technology strategies in KM initiatives within the multicultural organization setting. These two strategies are necessary to overcome the barriers posed by cultural diversity within a multicultural workforce. To improve hospital environments within the KSA, it is important to look at current policies. To improve job satisfaction, it is critical to use technology to address the cultural component of managing staff. Focusing on standardising processes, rewards, and incentives, as well as language.

One of the major challenges faced by multicultural organizations across the globe is the rapid employee turnover rates that result in the loss of knowledge and skills. Many employees tend to move on from their job after the end of a contract or might be likely to leave prematurely due to job dissatisfaction. Many factors have been shown to contribute to job satisfaction including salary, incentives and rewards, opportunities for growth, skills, and task matching, as well as the culture of the organization. These same factors can lead to job dissatisfaction and result in increasing employee turnover.

Knowledge is greatly valued as an asset of the organization, especially since it brings with it promises of innovation and increased competitiveness. However, in the expanding knowledge economy, there is also increasing technology and the need to manage this knowledge. The linkages between these factors, knowledge management and job satisfaction are important in determining how to effectively integrate employees from different cultures within a similar work environment to improve the performance of the organization. Studies on the impact of knowledge management strategies and diversity on job satisfaction are limited within the context of Saudi Arabia. The diverse profile of the large expatriate community living and working within the Kingdom, makes it critical to understand how these factors are linked. The qualitative approach used in this study contributes an important dimension to the existing scholarship by analysing both individual and group perceptions of knowledge management, factors that influence job satisfaction and how these two are interlinked. Doing a focused case study in one hospital and among members of a single profession within the hospital, allowed for an in-depth view and synthesis of the participants' insights and experiences.

## 9.2 Case Studies and Important Findings

The most important findings revealed by the focus group and individual case studies showed that there are discrepancies in salaries and incentives among employees based on nationality. Because of the observed differences between benefits and rewards between Saudis, Westerners, and other nationalities there was a sense of unfairness and resentment from nationalities who were not from Arabic speaking countries. In addition, non-Saudis indicated that their workload and task allocation was miss matched compared to those of Saudis, Americans, and Canadians, with most feeling that the experience profile should match the responsibilities given as well as the incentives, rewards, and salaries.

The difference in nationality emerged as a highly sensitive issue in interviews with Saudi participants who indicated that they found it extremely difficult to communicate and interact with other nationalities. Communication is one of the most important tools for knowledge sharing and exchange and not being able to communicate with members of the staff cohort can lead to poor quality patient care. Poor quality patient care can result from the lack of sharing knowledge and transferring skills in equipment use or patient management. In the end, all members of the organizational must work together to reach the goals of the organization and to remain sustainable. This lack of integration of other nationalities within Saudi organizations is an emerging problem that needs to be managed effectively. This study found that employees from Arabic nationalities, such as the Lebanese male whose case study was presented above, it was easier to integrate into the organization because the similarity between his culture and Saudi culture, and typically if there are no Lebanese with him he engages very easily with Saudis and Westerners such as Americans, saying that they treat each other with respect and communicate and work well together. Mutual respect contributes to their productivity and the ability to effectively work as teams.

In Saudi culture, some nationalities are considered inferior and are used to perform low paying jobs such as domestic work, gardening, and cleaning. Once in a competitive environment such as a workplace where there is direct engagement at a professional level, it is harder for most Saudis to accept such nationalities. For example, the Indian male participant indicated that even though he is skilled to the same level and maybe even more than other physicians who participated in the study, he earns far less and is not considered for professional development opportunities. It appears that there are significant changes in cultural perceptions about other nationalities, both from the Saudi point of view and from other nationalities who need to be accepting to integrating within the hospital and the Saudi culture.

### **9.3 Questionnaire and Important Findings**

The result of survey questionnaire showed that non-Saudi adoption of KMS particularly personalisation and codification was low, where codification negatively influenced job satisfaction. Technology was found to be an important enabler of KMS, particularly codification and personalisation. Technology can assist to overcome the barriers related with various culture language. Ineffective verbal exchange and lack of utilization of KMS contributes to bad performance and terrible integration of employees, which adds to place of job frustration. Therefore, at KSUH more effort should be made to integrate knowledge more effectively.

The most critical findings of the case study and the questionnaire are presented below.

### *9.3.1 Knowledge Management Strategies (KMSs) have an effect on Job Satisfaction (JS)*

Our results indicated a strong influence of KMS on job satisfaction, with levels of job satisfaction increasing with increasing KMS usage and application. Information technology was shown to be one of the most critical KMS in improving job satisfaction (Nataatmadia and Dyson, 2005). However, it is important to select and use appropriate technologies to facilitate better task performance, employee communication and knowledge exchange to maximise the benefits of this strategy. Application of appropriate technology can overcome cultural barriers, and foster better knowledge sharing and interactions among employees. Study participants also indicated that communication among the different nationalities and different departments was challenging. In addition, the hospital did not provide means for inter-departmental interactions or knowledge exchange. Considering that most employees are employed on contract, there is a significant threat of knowledge loss in this kind of environment.

### *9.3.2 Cultural Diversity Affects the Level of Communication Among Co-Workers*

Knowledge creation is a collaborative process in the organization (Alavi & Leidner, 2001). Communication and social interaction are also at the core of knowledge sharing and knowledge creation (Nonaka, 1994). KMS aim to manage incoming and outgoing knowledge and align it with disposable knowledge and business strategy. Communication directly influences knowledge transfer and knowledge creation. Barriers that can hinder this process must be identified with KMS that can better enhance communication. For example, using personalisation strategy to increase knowledge sharing while supporting with technology strategy to enable better communication where there may be barriers such as

common language, geographic distance or cultural difference that may limit person to person interactions.

Lack of culturally appropriate communication can create animosity and division between employees, leading to internal challenges that will hinder overall performance (Devine, 2007). The groups in the minority, whose cultural values are not as well represented, may believe that select segments are trying to impose their belief system upon them. When this happens, misunderstandings and resentment often follow (Edewor, 2010). Therefore, we can conclude that cultural diversity has a statistically significant direct effect on the level of communication among co-workers. Intercultural communication was limited among people on the same team, as was communication among employees from different departments. This is not indicative of growth within the hospital and it important that KMS strategies are applied more appropriately for them to be effective.

### *9.3.3 Salary Scale Variation*

Salary variation and discrepancies has been cited as among the leading causes of job dissatisfaction for nurses in Saudi hospitals (Parvee, 2015). Similarly, in Kuwait, a study showed that job satisfaction was significantly affected by salary variation between Arab and non-Arab nurses, where the former earned much higher salaries (El-Neizy et al, 2009). The non-Saudi participants strongly objected to salary differences between nationalities; these differences negatively influenced their job performance and satisfaction, as well as their intention to stay in the hospital.

Many people work overseas due to the promise of a better income; a subset of these work abroad for the opportunity to apply or gain skills in their areas of expertise (Hamukwaya and Yazdanifard, 2014). Thus, their key motivator is financial gain, otherwise

they easily move on to other better paying jobs. Having an effective reward system in place to meet the needs of multicultural staff can reduce turnover rates. Two studies done by O'Reilly and Chatman (1986) and Caldwell et al. (1990) found that extrinsic rewards improve task performance and commitment to the organization; enhanced task performance due to increased focus and meticulous dedication to completing the task at hand led to improved overall performance (Klein et al. 1997). However, as stated above, extrinsic rewards acceptance, especially monetary based types, is influenced by the cultural perceptions of multicultural staff. In addition, they may also cause high levels of conflict and competition amongst employees, as well as lack of openness which will reduce the levels of communication and further defeats the purpose of aligning employees to organizational goals (Hamukwaya and Yaznifard, 2014).

At KSUH, it is important to reconsider the salary difference based on nationality. The Saudization initiative is a good initiative to boost participation of Saudis in jobs previously considered unfavorable. However, for other nationalities, there should be a balance and equality based on competence, qualifications, experience, and skills. Therefore, many non-Saudis are dissatisfied with their job and this may influence overall patient care and productivity.

#### *9.3.4 Technology*

Many individuals who are part of the multicultural organization are typically only there for a few years, after which they return to their home countries (Bhuian et al. 2001; Thekdi et al. 2010). Thus, there is a low retention of employees, with concomitant employee turnover (Bhuian and Islam, 1996). This results in loss of knowledge, as well as financial costs to the organization (Bhuian et al. 2001). In addition, it can be highly problematic when implementing KM initiatives, which will affect organizational performance. Information



technology has been shown to break down the communication barriers typical of multicultural organizations (Lauring & Selmer 2012). Therefore, the technology strategy can be a vital strategy, as an enabler of KM for multicultural organizations (Hansen et al. 1999). Technology tools can improve access to knowledge by facilitating or enabling knowledge accessibility and sharing (Field, 2007; Bettiol et al. 2012). Facilities such as online forums and social networks breakdown communication barriers and play a critical role in the distribution of information related to work. Further, multimedia tools enhance socialization even more, and overcome barriers posed by distance, which can further enable the transfer of organizational specific knowledge (Bettiol et al. 2012).

Technology positively influenced job satisfaction. Participants show that both codified and personalization strategy were much improved with the use of technology. In addition, both codified strategy, and technology strategy have different influences on job satisfaction, depending on nationality. It is important to identify why there is such a gap in job satisfaction among the Saudis and non-Saudis. The results of survey questionnaire showed that non-Saudi adoption of KMS particularly personalisation and codification was low, where codification negatively influenced job satisfaction. Technology was determined to be an essential enabler of KMS, codification and personalisation. The ineffective conversation techniques and lack of utilization of KMS contribute to terrible performance and lack of integration of employees, which adds to place of job frustration. Therefore, at KSUH greater effort ought to be made to combine expertise extra effectively.

#### *9.3.5 Linking Job Satisfaction and Hospital Culture*

Organizational culture plays a critical role in performance as a guide for the way the organization conducts its operations. If employees do not align themselves or identify with the culture of the organization, they are likely to not perform well and are likely to lead to

poor performance or turnover (Belias et al 2015). In the case study, the Saudi male interviewee indicated that he found it more challenging to engage with non-Saudi staff members because of the lack of awareness about his culture and norms. This divide and difference in culture made it difficult to communicate or even work together with non-Saudi staff. However, what is very interesting is the fact that many of the Saudis can happily engage with Americans and Canadians in the workplace, and those nationalities may even occupy higher managerial positions. Therefore, there appears to be a preference for certain cultures and this could stem from the fact that Saudis see some other nationalities and cultures as inferior, or that those individuals only perform unskilled labor within the Kingdom and therefore do not have rights to the same benefits as Saudis. The best way for the hospital to overcome these perceptions is to educate its members on the importance of diversity and the need to accept all nationalities and to respect their norms and differences. In fact, they should highlight the fact that there are great benefits to be harnessed with having a diverse workforce.

#### *9.3.6 Workplace Diversity Influences Job Satisfaction (JS)*

A diverse workplace is characterised by a multitude of culture, norms, values, languages, races, religions and so on. Brought together, they can emerge into a highly cohesive and innovative organization, or could completely collapse. This study found a strong association between workplace diversity and job satisfaction, where more diversity was associated with increased job satisfaction. During the focus groups and individual interviews, participants indicated that they felt slightly unprepared to deal with people from other nationalities, or that the hospital did not invest sufficient resources in enabling better understanding of a multicultural workforce. Overall there was low satisfaction among non-Saudi and non-Arabic staff, who were largely unhappy with the reward system related to salaries and benefits. Yousef (1997) found a similar outcome in American firms where

minority groups were less satisfied with their jobs regarding career advancement and growth. As for KSUH, it would serve the hospital better to standardise salaries for all employees doing the same jobs instead of setting salary based on nationality. This creates high levels of animosity among employees and may ultimately negatively affect patient care.

#### **9.4 Job Satisfaction Leads to Better KMS Use**

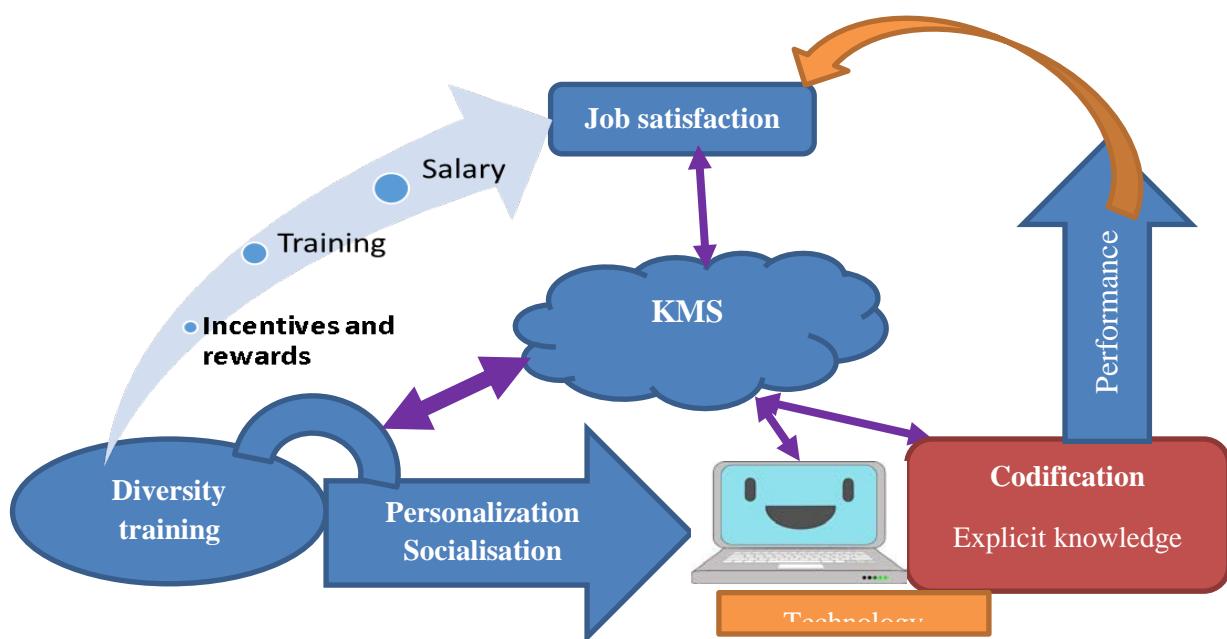
In the questionnaire results, the highest impact of job satisfaction on KMSs was coming from personalization strategy. Personalization strategy is focused highly on individuals and how they interact with each other. As discussed above, culture plays a large role in driving employee interactions in multicultural organizations. As job satisfaction highly impacts personalization strategies use, it has a major impact on KMSs. The questionnaire results showed that participants in this study indicated that there is no open culture within the hospital. Consequently, communication was hindered among employees, with a small exception of those who worked within the same departments. Moreover, with personalisation it is necessary to adhere to and respect cultural differences exhibited by employees from different backgrounds, to avoid the tendency towards small silos forming among those employees within similar cultures. This is not ideal since it means there are high levels of knowledge loss among the employees who do not share their knowledge.

Employees also indicated that they mostly preferred face-to-face communication or leaving notes for each other as a form of communication. However, this is also still limited to employees who are from the same culture and working spaces i.e. the same departments. The culture of the hospital, KSUH, is not open, largely due to its dominance by Saudis and other Arabic nations such as Bahrainis, Emirates, and Lebanese. These nationalities are

similar in culture and norms, including religious beliefs. Shared culture structures their interactions with each other as well as the ease with which they adjust to and integrate into Saudi society. Therefore, it is not a surprise that these nationalities experienced significantly more job satisfaction than other non-Arabic nationalities who may struggle more to integrate into the culture. The only other nationalities who share job satisfaction at levels similar to Saudis and other Arabic nationalities were Americans and Canadians. In our case study, the American participants indicated that they tend to have higher job satisfaction because of the incentives and benefits that they are given, including the luxury accommodation and more prestigious positions they occupy. For these nationalities, the benefits and easy integration enable them to have better access to knowledge resources through effective communications as they are often leaders in the organization.

A factor that was highlighted as negatively influencing job satisfaction was the poor relation between workload and incentives, and the fact that this was based on the nationality of the participant. Employees believed that work procedures and processes are not effectively communicated to them at the start of their contract, and therefore many things occur that they may not have been prepared for. This can result in high levels of conflict at work, particularly if their nationality is considered undesirable. This relates to the point that there are not effective policies for diversity integration in the workplace. Although participants indicated that there are some policies around diversity, and that the hospital valued diversity, implementation by managers and supervisors was poor. In fact, this was reported by over 60% of the participants who felt that the hospital should have diversity training in order to enhance productivity. Supervisors and managers were ill equipped to deal with a diverse staff. Only employees from Arabic nationalities and westerners reported high levels of job satisfaction, the culture for the Arabic speaking people is similar, and

westerners are held in high regard relative to other nationalities. This was shown in the case study by (El-Nizzi et al. 2009, Chapter 6), and additionally, where it was revealed that cultural awareness is important to integrate within the hospital. The hospital has well-developed technology infrastructure that can enable effective employee integration through improved communication by enhancing personalization strategy which was most important in improving job satisfaction.



**Figure 27.** A model for KSUH job satisfaction improvement, focusing on strengthening the interaction between KMSs and organizational incentives.

### 9.5 How Job Satisfaction Improves KMSs in Multicultural Organizations

The results of our study provide an important understanding of how job satisfaction is important in multicultural organizations and how these organizations can improve KMSs. To start with, multicultural staff should focus on cultural sensitization for their new and old staff members so as to improve diversity management and cultural integration. For a monoculture society such as Saudi Arabia, it is more important to have training programs

that teach people to be open to their cultures and to develop respect for their value systems and norms, and to appreciate the differences. Similarly, incoming workers should be sensitised to the differences in the culture of the organization in order for them to also be sensitive to patients they are treating in a society with strict laws and religious beliefs. In figure 30, we see that having diversity training and incentivising participation in these programs will facilitate interaction among employees through personalisation strategy, which includes socialisation as a mechanism. According to Nonaka and Konno (2004) socialisation is the basis for tacit knowledge exchange and it requires constant interaction and engagement among employees. To do this in an environment where culture and language are barriers, using technology can facilitate communication by standardising language. Without limiting the level of communication among employees, it is essential that communication occur using a variety of technology platforms such as emails, and in face-to-face contact during meetings and workshops. This will lead to deeper knowledge sharing and enable the codification of knowledge to explicit knowledge that can be used and applied in a variety of ways. Technology may offer the platform to save knowledge in databases, files and folders, cloud services and so on (Figure 30). This will lead to knowledge that can be further used and applied in a variety of ways, and can potentially lead to innovation. Once knowledge is usable in this way, it will improve performance and assist employees in reaching their targets better and faster through collaborative efforts. Job performance can lead to enjoyment and skills development, which will further enhance job satisfaction. Therefore, the model in Figure 30 indicates knowledge management strategies are critical to the development of an integrated workforce in a diverse environment. Technology is an integral component that must be implemented in multicultural organizations along with effective training programs on diversity awareness and multicultural understanding.

## 9.6 Summary Conclusions

Overall the hospital has managed to integrate technology into its workplace and employees are generally not satisfied with several factors pertaining to the job and to workplace diversity, which negatively influence their job performance. Lack of awareness about workplace diversity leads to job dissatisfaction in multicultural organizations. In this study, the participants indicated the importance of codified strategy, which negatively influenced job satisfaction because most of the participants preferred to communicate face-to-face within each department. However, they did not engage with others in other departments the hospital and therefore were limited in sharing tacit knowledge. Participants agree that codification improves access to knowledge, but states that this is not effectively implemented in the hospital. The most important finding was the effect of job satisfaction on personalization strategy. Personalization strategy leads to improved communication and ability to share and exchange knowledge. The findings are in support of what is perceived in other studies investigating the effect of job satisfaction on personalization strategy.

The hospital has established a quality information technology infrastructure, but this was not appropriately used and was ineffective in improving knowledge sharing. Although technology positively influenced job satisfaction, it did not improve KMSs among other Saudis and non-Saudis. The participants show that with technology involvement, both codified and personalization strategy were much improved. In addition, both codified strategy, and technology strategy have different influences on job satisfaction, depending on nationality. The Americans, Canadians, Bahrainis, Lebanese, and Emiratis all showed similar job satisfaction levels, and technology and other KMSs positively influenced their job satisfaction. In the case studies, these nationalities indicated high levels of job

satisfaction relative to other nationalities, and indicated having easier access to communication platforms and easily being able to engage with other Arabic nationalities.

The critical outcome of this study, particularly of the questionnaire, was that participants felt that the hospital did not do a good job in providing adequate training programs that promote multicultural understanding. Although participants understand that the hospital and its leaders are committed to diversity and have respect for individuals' values and differences, the hospital was not making progress with its diversity initiatives and were moderately fair as a workplace that includes people from different backgrounds and races. The issues of supervisors and their lack of cultural sensitivity needs to be considered since participants reported that their supervisors were inadequately equipped to satisfactorily handle diversity since they did not treat employees who are different as fairly as they should which indicated that they did not really appreciate diversity in race/ethnicity. There are policies in place to limit discrimination in the hospital but lacking the education and training about diversity and handling a diverse workforce makes this a challenging to integrate diverse staff and to ensure effective harnessing of knowledge. The participants agree that improving cultural sensitivity through training will enhance the hospital's profitability. Therefore, it is key to the hospital's growth and success in implementing technological advancement to improve KMS and job satisfaction but improving their diversity mandate through cultural sensitization, especially for the Saudis who must learn to accept other cultures so that the value that comes from having a multicultural workforce can be effectively derived and a knowledge economy can be deepened and strengthened.

Differences in culture and belief systems also hamper KM in multicultural organizations. To overcome language barriers in multicultural organizations, the introduction of a common language has been shown to improve communication efficiency.



Lack of communication among diverse people has been shown to produce high levels of animosity, lack of trust and conflict among individuals. Common language can create a source of identity and oneness among individuals in multicultural organizations. Luring and Selmer (2012) studied multicultural organizations in Denmark and found that openness to diversity led to high levels of trust among individuals and significantly reduced group conflict. They also posit that conflict was mainly due to language and communication issues that arose from language, more than visible differences among individuals in multicultural organizations. Their results show that the introduction of English as a common language significantly improved socialization and knowledge sharing practices among organizational members. They state that this could be due to the direct influence of communication breakdown on successful work outputs. In support, Barner-Rasmussen (2003) posits that common language creates a point of entry for people from different cultures to communicate with each other. In other words, it gives them access to each other. This is essential in knowledge sharing processes (Nonaka & Takeuchi, 1994).

With regards to the findings of this study at KSUH, it is imperative to strengthen the technology strategy through training processes that facilitate effective use. Although the hospital has a very high-quality technology infrastructure, employees are not using it well. This is likely due to the type of work conducted by physicians, which limit them to use less of the technology infrastructure and retain the paper system. Some physicians felt that they still need to use verbal communication and prefer face-to-face communication, but the language challenges were difficult to overcome. Furthermore, for other cultures, communication is challenging due to specific preferences, e.g. women not talking directly to men. Thus, cultural differences in multicultural hospitals can be a barrier to KM practices, and even to the functioning of the organization. The major barrier is communication among multicultural staff and with patients, which, if not addressed, can lead to poor patient care,

and high levels of medical errors, as well as lack of cooperation and innovation. In addition, differences in the norms and values of medical staff can influence their perceptions about knowledge sharing (Ryu, Ho & Han, 2003).

Organizations developed mechanisms to improve employee behaviors and attitudes to improve their overall job satisfaction by providing them with incentives and rewards (Ong and Teh, 2012, Zhou et al. 2009). Rewards can be extrinsic, meaning that they are tangible (Zhou et al. 2009), or intrinsic, meaning that they are focused on internal motivation of the employee (Klein et al. 1997). Employees generally receive a package that ensures an acceptable pay for their skill level, and entail expectations of the workplace such as equal treatment and security at work. Extrinsic rewards would be those incentives given above these to improve the employee's behavior and attitudes towards their work. They are mainly monetary but can also include other tangible forms of incentives such as advancement opportunities (Cruz et al. 2009). In contrast, intrinsic rewards are based on the internal drivers of the employee. These kinds of rewards include support and motivation from management, flexibility of work environments, recognition, and praise of achievements (Eisenberger et al. 1996). Furthermore, opportunity for growth in the organization can be a great internal motivator for employees and may lead to greater commitment/loyalty to the organization, leading to increased retention (Wiersma, 1992).

According to Maslow's hierarchy of needs, employees should be increasingly satisfied with their work or organizational rewards if their needs are met and they feel that they are contributing positively to their organizational performance through their individual tasks. Monetary rewards for work done can motivate employees if it satisfies their immediate needs (Cruz et al. 2009). However, once the needs are met, they may not be motivated as much by these rewards. Moreover, it has been shown that employees have different cultural perceptions of extrinsic rewards, particularly monetary ones, and thus they may not be motivated by these

kinds of extrinsic rewards (Banker and Mashruwana, 2007). This means that the organization would have failed in attempting to improve employee attitude and behavior, likely due to the short-term benefits received from extrinsic rewards (Pollack, 2004). In contrast, intrinsic rewards are associated with personal internal perceptions of growth for the employee (Hamukwaya and Yazdanifard, 2014). Rewards that make the employee feel good about their contribution to the organization lead to increased motivation (Wiersma, 1992). In addition, intrinsic rewards lead to greater innovation and creativity as employees enjoy their jobs and want to come up with different ways of doing the job (Kruglaski et al. 1971). So, in the long-term, greater benefits are received by the organization through increased employee motivation on the job (Pollack, 2004), which is directly related to organizational performance (Ong and Teh, 2012).

Reward systems often fail to achieve desired outcome because they are determined in a hierarchical way. Ong and Teh (2012) state that reward systems fail because of disconnect between the human resources and finance. Finance conducts the performance evaluation while the human resources develop the reward system. Moreover, this is done on HR's perception of the reward system without consulting employees or communicating with finance (Ong and Teh, 2012). This means that performance cannot be linked to an incentive or reward. Due to this disconnect the rewards that are in place are not appropriate or do not satisfy employees, and therefore will not drive any behavioral or attitude change about work. As shown by O'Reilley and Chatman (1986) and Caldwell et al. (1990), extrinsic rewards can improve task performance, and after that is completed, the reward may not be effective in improving their performance or attitude about their overall work (Amabile, 1997). Thus, in the long-term, it is likely better to have effective intrinsic rewards in place because they are more sustainable (Pollack, 2004) relative to extrinsic rewards, which may also mean that the organization compromises its financial performance (Pollack, 2004).

With regards to KM, the challenges that are associated with adoption or behavioral change can be mitigated with reward system. However, Ong and Teh (2012), and Hamukwaya and Yazdanifard (2014) demonstrate that having a reward system that is not in line with or linked to performance management is not going to achieve the desired outcome in the employee, with regards to attitude and behavioral change. Therefore, specific reward structures must be designed for multicultural organizations. These reward systems must lead to increased task overall performance at the person level, they should improve individual overall performance with regards to information sharing and working in groups.

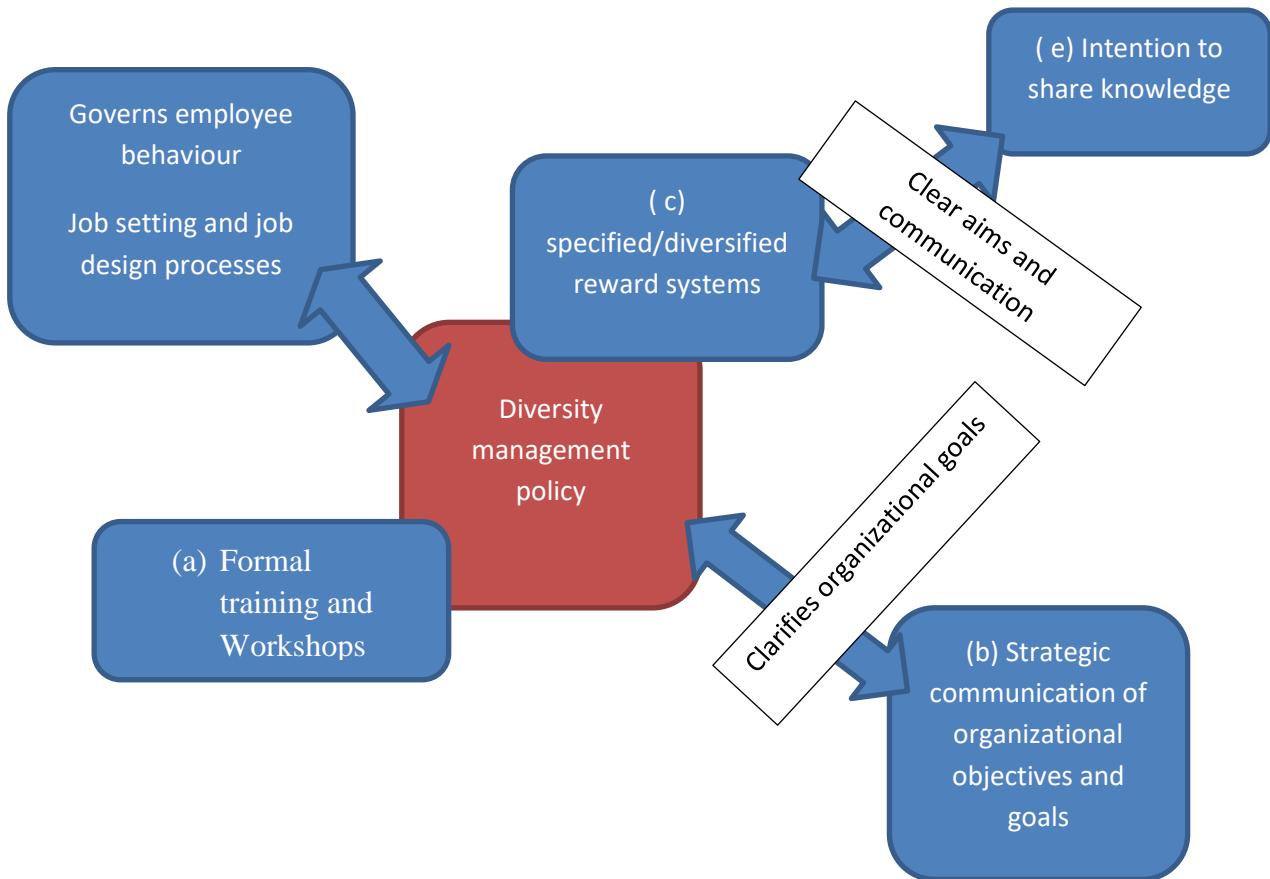
In multicultural teams, ensuring effectiveness and productivity is critical to the performance of the organization. As stated above, individuals must perceive rewards that are in place to be in line with what they expect to be rewarded for the performance (Vroom). If the reward is substantial and meets their expectation, more effort and emphasis will be directed to that activity. There needs to be an integration of a reward system that meets these expectations, or sets forth the desire to perform to achieve the reward. Issues in multicultural organizations can arise with regards to already existing problems such as diverse languages, trust issues, poor motivation due to lack of integration, language barriers and so on. These may lead to poor levels of openness, which may be exacerbated by introducing a reward system that instills competitiveness. Thus, the reward systems must be tailored to meet the needs of the employees while causing them to remain motivated over the long term.

Overall, many factors influence job satisfaction. It is important for each organization to understand the needs of employees and to attempt to reach them in a sustainable way. In the healthcare center, knowledge loss due to high turnover is not acceptable and so hospitals must strengthen employee relations and provide sufficient benefits and rewards, openness and fairness, as well as integrity in their processes to strengthen trust. This will improve overall job satisfaction and commitment to the hospital.

## 9.7 The Importance of Diversity Policies and Cultural Awareness

### Training

Through this study, it has been clear that diversity management is an integral component that must be introduced into multicultural organizations. It is important to develop the right policies to manage a diverse workforce in such a way as to benefit from the diverse skillset, experience, and knowledge. Most studies do not show the impact of effective diversity management policies on job satisfaction. Therefore, a model for job satisfaction through integration of diversity management policies is proposed.



**Figure 28.** A model of job satisfaction improvement through the implementation of diversity management policies at KSUH

Introduction of a diversity management policy at KSUHS will not only ensure that there is fair and standard treatment of employees from diverse backgrounds, it may

contribute to improved collaboration and knowledge sharing (Figure 28). This will likely lead to improved task performance and increased job satisfaction. Increasing workplace diversity is an ongoing challenge; however, these policies may improve how employees carry themselves and treat each other behaviour. These policies will guide employee behaviour, set boundaries with regards to equality and protection of all employees, and through the standardisation of rewards and incentives which would be specifically developed to meet the needs of such a diverse workforce.

Resources must be invested into training workshops that enable people from diverse backgrounds to understand how their socio-cultural experiences influence their behaviours, thought patterns and actions. The staff of KSUH come from a highly diverse background and their interactions are limited by cultural differences and language barriers. Challenging the resistance to change and acceptance of other nationalities requires careful management and change in socio-cultural perceptions. Being a monoculture, however, limits Saudis more deeply due to their lack of openness to learn about other non-Western and non-Saudi colleagues

## **9.8 Leverage Knowledge at KSUH**

Knowledge sharing behaviour is one of the most important elements that influence job satisfaction. If employees do not share knowledge or do not experience others sharing knowledge with them, they are more likely to hoard their own knowledge with the hope of using it to leverage power in future. This can negatively affect job performance, task performance and overall organizational performance due to the lack of innovative approaches towards knowledge generation being minimised.

To share knowledge, people must engage with each other. However, if they are culturally limited then their activity will not occur, and knowledge sharing will be limited. To generate new knowledge, people must interact, socialise, and speak to each other. Encouraging this behaviour is more important in diverse workplaces. In this study participants from both case study and questionnaire indicated that socialising with other from different cultures is challenging, but physicians' preferred form of communication is face-to-face and notes. These behaviours allow the sharing of highly sensitive information, or the transfer of skills and knowledge when problem solving. However, if knowledge is not effectively captured, then it will be lost with employees who seek new opportunities when their contracts end (or before).

**Table 26.** How to leverage knowledge in a diverse workplace

<b>Role</b>	<b>Aspect affecting</b>	<b>Factors improved</b>
Sharing behavior	Incentives and rewards Communication of goals	Transfer of skills Tacit knowledge Task performance
Culture	Employees beliefs and perceptions	Increased engagement with others changes perceptions Learning about other cultures and views increases acceptance
Leadership	Supportive function Development of policies Enforcement of rules and regulations Participatory leadership Rewarding positive behaviors	Increase loyalty and connectedness to organizations Accessibility to others Improved ability to share Knowledge in a safe space
Technology	Implementing technology infrastructure Training on use and accessibility	Increase contact through forums Remote problem solving Increases team playing or collaboration
Diversity awareness	Training and exposure Leadership to increase rotation among teams	Job satisfaction and performance

### **9.9 Linking KMS, Diversity Management and Job Satisfaction at KSUH**

Job satisfaction improves experience within the workplace and employees feel a sense of confidence, ownership, freedom, and loyalty when they are satisfied with what their

workplace represents (Myers and Tietjen, 1998). In the context of KSUH, it appears more important for employees to be continually learning with the intention of developing their opportunities. Therefore, constant linking to opportunities to engage other teams, or to learn from other specialists is critical to improving job satisfaction.

Integrating knowledge management within a diverse workforce is a constant challenge due to poor uptake and use, cultural perceptions, and lack of experience. Most knowledge management is also to a high degree affected by technology especially regarding improving codification of knowledge for future application and use. This can be changed by improving awareness of cultural differences, which will improve tolerance and acceptance and likely lead to knowledge sharing. For example, rewarding specific behaviours associated with the use of knowledge management strategies, knowledge sharing and coding using technology, engaging with teams and multidisciplinary research spaces can be considered reward worthy behaviours. Encouraging knowledge sharing as part of the value system of the organization facilitates cultural acceptance and standardises employee treatment based on skills, knowledge, and experience instead of nationality.



## **Chapter 10: Recommendation for hospitals in Saudi Arabia**

### **10.1 Introduction**

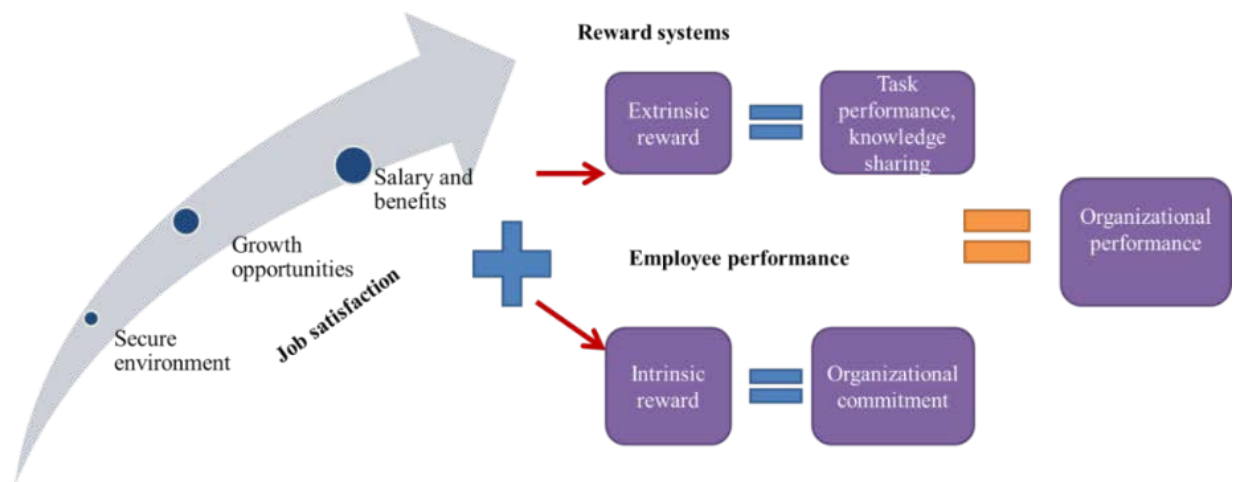
This chapter provides an overview of the study, together with the recommendations for multicultural hospitals that seeks to improve their KMS and job satisfaction. The limitations encountered in conducting the study are described and possible avenues for future research are mentioned. The chapter concludes with solutions for the issues identified with a summary of the value of this research study.

The goal of the multicultural organization is to maximize performance of the employee, to improve performance at the organizational level. In these organizations, sharing, using knowledge resources, creating value added services is critical to performance. As the current study has found, job satisfaction is a key element that can affect the successful implementation of knowledge management initiatives, and other initiatives that could result in changing the way the organization conducts itself. It is essential to improve levels of job satisfaction by creating and providing opportunities that develop key areas of human motivation, such as growth opportunities, rewards, benefits, and incentives. This could be significantly beneficial in multicultural organizations challenged with high employee turnover rates, which often cost the organization time and money.

Job satisfaction also is a critical component of employee commitment and can boost employee performance in a range of tasks as well as in taking up new challenges. This was shown in the Marsh Inc case study where integration of multicultural teams worked due to training opportunities and incentives that were provided. Taking initiative was indicated to have increased and the level of communication using various technology tools also increased

in the study. Thus, the role of rewards and benefits cannot be stated enough since these are more important drivers of employee performance.

In hospitals, the reward systems for nurses are different than that of doctors. Having incentives in place can improve the level of job satisfaction and improve task performance (Figure 29)<sup>18</sup>.



**Figure 29.** Understanding motivational aspects of multicultural staff to ensure increased performance (source: author).

Strasberg’s integrated performance model emphasizes the importance of the reward system. When employees are appropriately rewarded they will perform well. Reward systems are also thought to contribute to KM initiatives and the adoption thereof; particularly, the adoption of technological infrastructure for KM. High levels of exchange in knowledge intensive environments are needed. This means that knowledge can be harnessed from people and from the organization, as well as access of external knowledge and the integration thereof in the organization to generate new knowledge. For physicians in this case study, professional development was key to them as they intend to look for opportunities in developed countries. However, this means that there is a potentially high rate of turnover in this hospital.

<sup>18</sup> The model argues that there is importance in aligning aspects that improve job satisfaction and once these are happening, employee will focus more on their jobs and improve task performance, which ultimately will improve organizational performance. This feeds back into the motivational theories of Maslow’s and others.

Multicultural hospitals also face additional pressures and challenges above that of regular hospitals, such as communication barriers and challenges in integrating staff. Therefore, here the researcher proposes a framework for multicultural hospitals that focuses on the integration of this aspect in the hospital process was introduced. The primary basis is to have a strong information technology infrastructure to enable the codification of knowledge, as well as speedy storage, access, and retrieval. Technology can also facilitate effective communication among multicultural staff, immediately eliminating the barriers of language and culture.

## **10.2 Recommendation for hospitals in Saudi Arabia:**

### **10.2.1 Job Satisfaction Improvement through Continuous Evaluation**

The first step in improving job satisfaction is an evaluation of current job satisfaction, followed by a plan for improvement. After that, an annual evaluation is necessary to track issues and improvement. These are steps to engage employees in improving their job satisfaction, which will enhance their ability to share knowledge and facilitate KMSs use.

### **10.2.2 Implementation of Acculturation Plan**

The acculturation plan for KSUH should have three aspects that aim to improve the integration of expatriate staff into Saudi culture, and to improve the acceptance of Saudi staff towards other cultures. The following three key findings were revealed in the current study and shows that:

- There are no effective training programs on promoting multicultural understanding despite the perception that the hospital management believes diversity is key value

for the hospital. Participants felt that there were no diversity initiatives and poor inclusivity of other nationalities in the work process.

- The managers were lacking in cultural sensitivity and therefore were not equipped to promote this among all employees. Because the managers and leaders are not trained in cultural sensitivity, they did not treat employees fairly. Therefore, training of managers and team leaders is most critical to effective integration of employees and to be able to take steps into improving the work environment which will then improve their level of job satisfaction.
- The policies to manage and limit discrimination within the hospital are present but not well communicated among employees and managers, therefore, not appropriately implemented. Additional training in hospital policies and communication of hospital value system is also critical to improve employee perceptions about how they are valued within the hospital. This most essential to integrate a diverse workforce has been shown in this study.

### 10.2.3 KMS improvement initiatives, how to improve job satisfaction and harness Knowledge Effectively

#### ***Training***

Training programs for managers of hospitals and departments in multicultural awareness are needed. All new employees must be trained in cultural awareness and societal requirements for living in Saudi Arabia so that they can engage effectively with patients and other Arabic nationalities. Those from Saudi and other Arabic nationalities must also be trained in cultural acceptance and awareness. Saudi Arabia is a monoculture nationality and it is very critical that people are made aware of how to engage and interact with people from other cultures who may not share the same principles and values.

Participants indicated that there is a lack of knowledge exchange and opportunities for learning. As a knowledge economy in organization, hospitals depend on knowledge and innovation so that they can deliver on the mandate of quality healthcare. Therefore, it is important to provide opportunities where employees can exchange knowledge with each other such as:

- Training opportunities in new technologies and epidemiological analyses
- Study opportunities using hospital cases so as try improving treatment
- Implementing training on new technological infrastructure
- Workshops in different departments with interdisciplinary healthcare workers of different skill sets
- Invitations of experts in specific healthcare fields

### ***Improving Technology Usage***

The hospital has established a quality information technology infrastructure, but this was not appropriately used and was ineffective in improving knowledge sharing. Training in technological resources is needed. Incentivizing the use of technology to communicate will result in high levels of socialization and improve personalization, which will enable better knowledge exchange among the different staff from all cultures and skillsets within the hospital.

### **10.3 A proposed KMS Model**

Business models have recently become persuasive techniques to improve work and enhance outcomes. Therefore, it is important to develop a KMS model that can be applied to standardize its implementation, and improve actions that can be taken to reach the needed

outcomes. However, defining an organization's business model is sometimes limited to discussion and debates. This KMS model aims to standardize the key factors, needed infrastructure for knowledge management. This model is based on the main issues, aim to find solutions to improve KMS in multicultural organizations.

The model described in Table 27 highlights the main challenges at KSUH as identified through this study. These includes ineffective use of technology infrastructure, cultural challenges due to diversity which negatively affects job satisfaction. This table proposes actionable approaches to improving knowledge management strategies within the hospital and to improving job satisfaction. The participants indicated that there were no opportunities for training and engagement with experts and so knew knowledge creation was dependent within the hospital environment. This is a challenge as it important for organizations to bring in kills and experience from external sources. In Table 27, it is proposed that there should have regular workshops with experts from different fields to improve training in use. An additional factor is the process of acculturalization, where effective training is needed. The suggestions made to the hospital are as follows based on how to use table 27:

#### Training

- Identify the barriers to knowledge sharing- this includes language and cultural differences
  - Once identified provide training for team building and communication skills
  - Diversity training workshop to increase cultural sensitivity, map the cultures in the organizations. Acknowledging of different religious and national holidays of the staff within the hospital can improve sensitivity.

- Language training to help staff communicate in Arabic to patients where possible, and to have training on Arabic culture for expatriate staff to improve patient and physician relations.
- Identify knowledge use barriers such as lack of use of technology infrastructure
  - Provide appropriate training in computer usage, string and saving data in large databases, communication via group chat, creating learning commons and spaces for skills transfer

#### Employee assessment

- Performance evaluated on skills and experience
- Involvement in multicultural and multidisciplinary teamwork team work
- Level of knowledge sharing through training of junior staff via skills transfer in task performance
- Standardization of rewards, incentives, and benefits
- Merit based progression into senior positions

**Table 27.** An activation strategy to improve knowledge management and acculturation at KSUH

<b>Infrastructure</b>	<b>Key Activities</b>	<b>Partner Network</b>
<p>• <b>Technology</b> Computers, communications tools, databases, and forums</p> <p>• <b>Training</b> Invitation if specialists and experts from different research fields Specialists in equipment usage Specialist in people management and team building training</p>	<p>The most important activities in managing an organization’s knowledge that improves value proposition.</p> <p>Train staff in technology usage and recording of knowledge</p> <p>Training in team work and leadership</p> <p>Facilitating the formation of communities of practice among the different medical specializations</p> <p>Mentorship opportunities</p>	<p>To optimize knowledge use in operations and reduce risks of knowledge loss, organization usually cultivate buyer-supplier knowledge relationships, so they can focus on their knowledge.</p>
<b>Key Resources</b>	<b>Employees</b>	<b>Employee relations</b>
<p>The understanding resources that are imperative to create price for the customer. They are considered an asset to the organization, which are wanted to maintain and help the business. These resources may want to be Tacit and explicit Knowledge.</p> <p>Tacit: Employee experience profiles and training knowledge. Ability to train other employees Explicit: Documenting activities and protocols for use via different groups</p> <p>Cost Structure: how does our understanding administration designed successfully with a value that can be paid back. Revenue Streams: the payback on provider</p> <p><b>Finance</b> Cost Structure: how does our knowledge management designed effectively with a cost that can be paid back. Revenue Streams: the payback on service</p>	<p><b>Employees Segments:</b> To build an advantageous business understanding model, a company should perceive expertise that wants to be acquired, shared, and developed</p> <p><b>Networks:</b> An Organization can supply its cost proposition to its targeted clients via distinctive channels. Effective channels will distribute organization’s knowledge proposition in approaches that helps communication, sharing knowledge effectively with cost effective.</p> <p><b>Employees Relationships:</b> To make certain the survival and success of knowledge management, companies should become aware of the type of relationship they favor to create with their employees.</p>	<p><b>Employees Assistance:</b> Language training, Assistance with duties and reporting activities Facilitating similarly training and education</p> <p><b>Culture sensitivity:</b> Assessing personnel profile and nationalities Listing special holidays and non-secular activities of represented nationalities</p> <p><b>Cultural awareness:</b> Diversity education workshops to enable multicultural workforce to work together</p> <p><b>Annual evaluation:</b> Performance based assessment of personnel based on met targets and sharing activities Network constructing and crew work Openness to education and sharing of knowledge Involvement in multicultural and multidisciplinary teams</p>





Cultural awareness and language training improve communication rates through improving organizational culture, while computer training allows the use of technological infrastructure to improve knowledge access, sharing, storage and usage which will improve employee's performance. Coupled with the right rewards and incentives, this will increase job satisfaction, commitment to the organization and facilitate collaboration among physicians and other medical professionals within multicultural settings. The idea is to develop an improved organizational culture that changes focus from emphasizing on a monoculture to embracing a diverse culture while maintaining and enhancing the respect for the religion and culture of the Kingdom moving forward.

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## Appendix 1

Application request for approval to conduct study at KSUH

Kingdom of Saudi Arabia

KING SAUD UNIVERSITY

College of Medicine

Institutional Review Board



المملكة العربية السعودية

جامعة الملك سعود

كلية الطب

مجلس أخلاقيات البحوث الطبية

### نموذج طلب موافقة مجلس أخلاقيات البحوث الطبية

رقم البحث:

عنوان البحث :

الباحث الرئيس والقسم الذي ينتمي إليه :

الباحثون المشاركون والأقسام التي ينتمون إليها :

الميزانية المقترحة :

شهرًا

مدة البحث :

Summary: (150 – 200 words)

❖ **Research Title:**

Knowledge Management Strategies and Job Satisfaction in Multicultural Organization: How to make it Work?

❖ **Research Problem:**

The overall purpose of this research is to study the relation between KMS and improving Job satisfaction, and how diversity training affects both KMS and job satisfaction in multicultural organization. In this case it is the hospital.

❖ **Research Significance:**

Implementing knowledge management strategies in the organization can lead to high levels of innovation due and improved organizational performance. In addition, KMS can influence how work is conducted by employees which will in turn impact on their levels of satisfaction. The impact of workplace diversity as characterized by multiculturalism can have negative effects on both these factors. Therefore it is important to understand the interrelations between KMS, workplace diversity and job satisfaction, ultimately how they contribute to organizational performance.

❖ **Research Objectives:**

- To identify the personalization strategy in the hospital
- To identify the codification strategy in the hospital
- To ascertain the level of diversity awareness in the hospital
- To identify the impact these factors, KMS and diversity

❖ **Research Methodology:**

Primary and secondary research methods will be used, coupled with a questionnaire, interviews with open ended question, and a survey

توقيع الباحث الرئيس :

التاريخ :

ملاحظة: لا يقبل أي ملخص ما لم يقدم مطبوعاً باللغة العربية و موقعاً من الباحث الرئيس .

Kingdom of Saudi Arabia

KING SAUD UNIVERSITY

College of Medicine

Institutional Review Board (IRB)



المملكة العربية السعودية

جامعة الملك سعود

كلية الطب

مجلس أخلاقيات البحوث الطبية

## مقترح مشروع بحثي 9.2.1.1.1

### Research Project Proposal

فضلاً، تتم الطباعة إما باللغة العربية أو الإنجليزية

Please, type either in English or

Arabic

التوقيع Signature	الكلية/القسم College/Department	الرتبة العلمية Academic Title	أسماء الباحثين* Investigators Names*
	J. F. Oberlin University	Ph.D candidate	-1 Doaa A. Zaher
			-2
			-3
			-4
			-5
			-6
			-7
			-8
			-9

\* الاسم الأول: الباحث الرئيس.

الاسم الثاني: الباحث المشارك الذي يرشحه الباحث الرئيس ليتولى القيام بالبحث في حال تغيب الباحث الرئيس أو تخليه عن البحث.

*First name indicates the Principal Investigator (PI).\**

*Second name is the co-investigator designated by the PI to assume all responsibilities,  
in case of the absence of the PI.*

**NOTE:**

***Please provide contact details where we can contact you in case of incomplete/missing documents.***

Office Tel. No. \_\_\_\_\_ Department Tel. No. \_\_\_\_\_

Mobile No. (optional) \_\_\_\_\_ Email: \_\_\_\_\_

### مشكلة البحث و أهميته 9.2.1.1.2

## **Research Problem and Significance**

On the job satisfaction means the primary fulfillment of basic needs, as well as the rewarding of contribution. When employees feel good about their jobs and feel recognized, they are likely to perform well and contribute to organizational performance. However that being said, employee characteristics have changed in recent years with more organization having a diverse or multicultural work staff. As a result, organizations are faced with challenges of differing value system, culture and attitudes; and lack of communication. These can affect the levels of engagement among employees and also affect their satisfaction with their work. As such, it becomes difficult to manage diversity in the workplace effectively, and organizations should seek to improve communication levels amongst employees in such organizations.

Knowledge is an essential tool of the 21<sup>st</sup> century that leverages an organization. Knowledge management strategies are tools that enable organizations to manage their knowledge resources and apply them to their organizational challenges. KMS is a challenge among multicultural organizations first due to the challenges of communication, which stifle knowledge exchange, and differing attitude and values among employees which affects how work is done, and ultimately affects job satisfaction.

This study aims to ascertain how knowledge management strategies and improving job satisfaction are related, and how the diversity in the workplace can influence both of these factors. Improving communication skills is likely to affect both KMS and job satisfaction and minimize the negative effects associated with a diverse workforce.

## Significance

The King Saud University Hospital(KSUH) has recently implemented an information technology management system that manages knowledge. It would be interesting to see the impact this has on employee job satisfaction, and how diversity may influence the use of such as system in knowledge centered environments such as the hospital. Moreover, there is a large proportion of multicultural staff within the organization which provides an ideal environment to test our hypothesis.

## Research Questions

- How do knowledge management strategies affect job satisfaction of staff in a multicultural hospital?
- Does job satisfaction differ among the different categories of employees in each department within the hospital?
- What are the different available options in improving job satisfaction, through KMS?

### 9.2.1.1.3 أهداف البحث

## Research Objectives

The researchers propose the following hypotheses, which will be tested through four key objectives detailed below

- ▶ Knowledge management strategies influence job satisfaction in multicultural hospitals
- ▶ Impact of knowledge management strategies on job satisfaction differs by the gender and nationality within multicultural Organization

**Research objectives**

- To identify the personalization strategy in the hospital
- To identify the codification strategy in the hospital
- To ascertain the level of diversity awareness in the hospital
- To identify the impact these factors, KMS and diversity
- Develop a proposed model for KMS that can will meet the Multicultural Organizations



#### 9.2.1.1.4 أدبيات البحث

### Literature Review

Knowledge management strategies (KMS) are mechanisms used in an organization to transfer knowledge among individuals within an organization. These strategies are meant to improve the processes of knowledge creation and dissemination, which is dependent on people. These knowledge management strategies serve to align interventions to existing knowledge management process in the organization. In an increasingly globalizing world, organization is under rapid transformation with increased multiculturalism in the organization. Multiculturalism is a considered a challenge of the 21<sup>st</sup> century due to the changes it brings in the organization, because people from different walks of life come together and work in the same environment. People show diversities in culture, motivations, beliefs and values and these influence how they work together. The differences can result in both negative and positive and positive impacts on the organization; such as improved productivity and innovation, or disorder due to poor communication and trust amongst employees. The negative effects can influence job satisfaction and result in high turnover of employees, and subsequent knowledge loss. Therefore, it is imperative for organizations ensure that in multicultural organizations interpersonal relations are strengthened regardless of these diversities, and to ensure that employees are satisfied with their work by providing appropriate benefits and recognition, which will reduce turnover rates.

In multicultural organizations, there are significant challenges in creating a cohesive and uniform society due to differences in values and norms amongst employees. These challenges lead to barriers in communication, which lead to challenges in knowledge transfer and may lead to knowledge loss in the long term. An additional challenge is the likelihood of employee dissatisfaction at work, which lead to poor job performance. It is integral to organizational success that knowledge is managed effectively while improving other challenges such as improving job satisfaction which impact on the performance of the organization as whole. This research will focus on understanding the relationship between managing knowledge and improving job satisfaction.

#### 9.2.1.1.5 منهجية البحث

### Research Methodology

This study will use various qualitative and quantitative methods of data gathering.

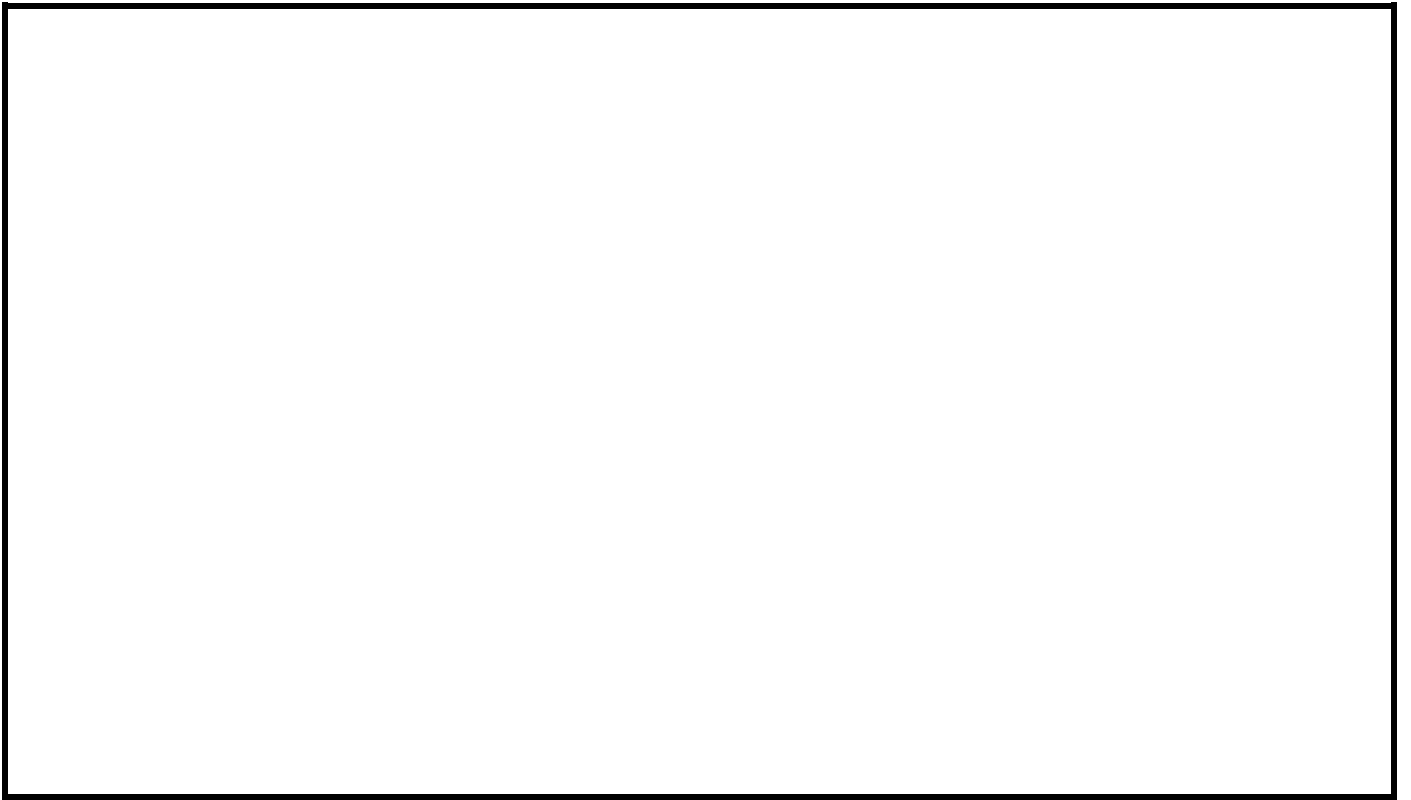
1. **Primary research** will be used to gather quantitative data using the following methods:
  - Questionnaire surveys- a widely used method to gain information about the opinion of participants using a numerical approach. These will provide us with demographic data as well as closed ended questions

- Interviews- method used to capture in depth ideas, opinions and thoughts from participants. They will be comprised of open ended questions which will build better scope in the answers from participants
- 2. **Secondary research** will be conducted via desk research of literature sources and results from other studies. Collected materials that addressed both the theoretical framework of knowledge management strategies and organizational performance in multicultural organizational environment will be reviewed in depth and from there new hypotheses and frameworks around the issues of KMS and improvement of job satisfaction will be developed.
  - Case studies- a method used to give validation to theoretical assumptions or propositions made with regard to the particular phenomenon based on prior theories, in order to guide the design, data collection, analysis and interpretation of the study. Thus, it is a comprehensive research method to understand how specific strategies can be applied or to identify gaps from which a hypothesis is developed.
- 3. **Sample population**  
The sample population for this study will be 400 physicians. The cultural composition will include both Saudi and non-Saudi participants.

#### 9.2.1.1.6 المراجع

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## Appendix 2

### Approval letter to conduct study at KSUH

PCB/IRB 7805 Riyadh 114  
Tel: +966 11 467 9011  
Fax: +966 11 467 9992  
http://medicalcity.ksu.edu.sa

الملك سعود  
King Saud University  
المدينة الطبية الجامعية

29.11.2016 (29.02.1438)  
Ref. No. 16/0570/IRB

**To:** Ms. Doaa Abbas Zaher  
Principal Investigator  
Ph.D Student  
J.F. Oberlin Unniversity  
Email: dnj09@windowslive.com

**Subject:** Research Project No. E-16-2073

**Project Title:** "Knowledge Management Strategies and Job Satisfaction in Multicultural Organization: How to make it Work?"

**CC:** Prof. Yoshiharu Kuwana  
Co-Investigators

**Type of Review:** Expedite  
**Date of Approval:** 29 November 2016  
**Date of Expiry:** 29 November 2017

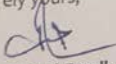
Dear Ms. Doaa Abbas Zaher,


I am pleased to inform you that your above-mentioned research project was reviewed and approved on 29 November 2016 (29 Safar 1438). You are now granted permission to conduct study given that your study does not disclose patient identity and poses no risk to the patients.

As principal investigator, you are required to abide by the rules and regulations of the Kingdom of Saudi Arabia and the research policies and procedures of the KSU IRB. If you make any changes to the protocol during the period of this approval, you must submit a revised protocol to the IRB for approval prior to implementing the changes. Please quote the project number shown above in any future correspondence or follow-ups related to this study.

We wish you success in your research and request you to keep the IRB informed about the progress and final outcome of the study in a regular basis. If you have any question, please feel free to contact me.

Thank you!

Sincerely yours,  
  
**Dr. Ayman Al-Eyadhy**  
Chairman, Institutional Review Board  
King Saud University College of Medicine  
King Saud University Medical City  
P.O. Box 7805 Riyadh 11472 K.S.A.  
E-mail: [aleyadhy@ksu.edu.sa](mailto:aleyadhy@ksu.edu.sa)

  
/braezell

## Appendix 3

Questionnaire questions that were distributed to participants

### KMS and job satisfaction in hospitals

Dear Respondent,

You are kindly requested to provide the information asked in the questionnaire below to the best of your knowledge. Please read the paragraphs of the attached questionnaire and choose the answer that reflects your personal opinions in general. Note that all information you will provide will be treated confidentially, and will only be used for academic research purposes. I thank you and hope you will cooperate.

Sincerely, Researcher

The following information will be helpful to you while filling in this questionnaire:

Please read the questionnaire carefully and then chose the appropriate response clearly using the following coding according to the five-tiered scale below:

(5) Strongly Agree

(4) Agree

(3) Disagree

(2) Strongly Disagree

(1) Don't know Comments

### KMS and job satisfaction in hospitals

1. Gender:

Male  Female

2. Age

25 to 34

35 to 44

45 to 54

55 to 64

65 to 74

3. Nationality:

4. Which of the following hospitals is your place of work Please choose the hospital code as following:

001 King Khalid University Hospital - Riyadh

001

5. Which department you work at ?

- Family Medicine  ENT
- OB/GYN  SURGERY
- INTERNAL MED
- CARDIOLOGY
- Medical Education
- Anesthesia
- Other (please specify)

- Dermatology
- Emergency Medicine  ENT
- Family & Community Medicine
- Medicine
- OBS-Gynecology  Ophthalmology
- Orthopedics

- Pathology  Pediatrics
- Pharmacology  Psychiatry  Physiology
- Radiology

## KMS and job satisfaction in hospitals

**Knowledge management is the process of capturing, distributing, and effectively using knowledge.**

**Codification Knowledge :** The goal of codification is the re-use of knowledge. The underlying idea is to extract the knowledge from people and store it somehow.

**Personalization relies upon the tacit and implicit knowledge of individuals and is more focused on the sharing of knowledge mainly through direct person-to-person interactions.**

6. Please evaluate the following information related to KM in your hospital ...

Strongly Agree   Strongly Disagree  
Don't know

Your hospital apply a codified, accessed and verbalized mechanism of transferring knowledge

Your hospital apply methods for knowledge acquisition and accumulation

Your organization have better communicated relevant knowledge with you when you first started

Knowledge management within my hospital needs to be improved

Other (please specify)

7. How do you share tacit knowledge during the projects?

Telling stories. Sharing experiences.

Explaining working process. We often don't share it

Other (please specify) or add your valuable comment

How do you communicate within the organization?

Phone calls. SMS.  
E-mail.

Chat.

Face-to-face. Leaving notes.

Other (please specify)

Please evaluate the following in your hospital regarding KM codified Strategies...

Strongly Agree Strongly Disagree Don't know

The hospital provides a mechanism for documentation.

Documentation has a policy that should be followed.

The hospital provides a mechanism to store knowledge.

The hospital provides a mechanism to retrieve stored knowledge.

Explicit Knowledge are placed in following forms: manuals, databases work processes, best practices, lessons learned, how-to-guides.

Your comments are very much appreciated

\* 10. Please evaluate the following practices related to KM Personalization strategy in your hospital

Strongly Agree Agree Disagree Strongly Disagree Don't know

At my hospital, we have a direct communication within employees at the same department.

At my hospital, employees are encouraged to exchange ideas and experience.

At my hospital, we have an open hospital culture that aids personal communication.

My hospital provides circumstances to share knowledge (e.g., in form of meetings).

At my hospital, Knowledge workers use each other as resources through brain-storming sessions, networking, one-on-one conversations and team projects where the focus is on individual knowledge and experience.

At my hospital, experts are invited from outside the hospital often to participate in workshops and lectures to enhance our knowledge.

Your comments are very much appreciated

11. Please evaluate the KM Technology strategy in your hospital:

Strongly

Strongly

Don't

Agree   Agree   Disagree   Disagree know

My hospital invests heavily in Information Technology that provides access to codified knowledge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital invests heavily in Information Technology that facilitate tacit knowledge exchange.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital invests heavily in Information Technology that facilitate employees conversation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital's Information Technology is simple to use.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital's Information Technology aims to provide better patientcare.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital's Information Technology provides an access to educational materials.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital's Information Technology provides a Web-based training.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe your opinion about the impact of Technology use on your work



\* 12. Please evaluate your job satisfaction at your hospital

Strongly Strongly Don't

Agree Agree Disagree Disagree Know

I am not satisfied with the benefits I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Many of our rules and procedures make doing a good job difficult.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like the people I work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communications seem good within this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Raises are too few and far between.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Those who do well on the job stand a fair chance of being promoted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The benefits we receive are as good as most other organizations offer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find I have to work harder at my job because of the incompetence of people I work with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The goals of this organization are not clear to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People get ahead as fast here as they do in other places.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The benefit package we have is equitable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are few rewards for those who work here.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have too much to do at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoy my coworkers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I often feel that I do not know what is going on with the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a sense of pride in doing my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel satisfied with my chances for salary increases.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like my supervisor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have too much paperwork.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with my chances for promotion.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is too much bickering and fighting at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My job is enjoyable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work assignments are not fully explained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please explain changes that can improve Job satisfaction					

13. Please evaluate Diversity management in your hospital

Strongly Agree   Strongly Disagree   Don't know  
Agree   Disagree

The leadership at my hospital encourages diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management shows that diversity is important through its actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital is committed to diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital respects individuals and values their differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital is making progress with diversity initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A fair workplace includes people from every race.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees who are different from most others are treated fairly at my hospital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At my hospital, employees appreciate others whose race/ethnicity is different from their own	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The hospital's policies or procedures discourage discrimination.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees of different ages are valued equally by this organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor is committed to, and supports, diversity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My supervisor handles diversity matters satisfactorily	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education about diversity will enhance the hospital's profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My hospital has done a good job providing training programs that promote multicultural understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am happy with diversity workplace at my hospital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please explain your experience in a in your hospital					