


THE IMPACT OF KNOWLEDGE MANAGEMENT PRACTICES ON JOB SATISFACTION
OF MOROCCAN EMPLOYEES: MEDIATING ROLE OF ORGANIZATIONAL
COMMITMENT

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 08 May 2023</p> <p>Accepted 04 August 2023</p>	<p>Purpose: The study aims to investigate how knowledge management (KM) practices impact JS among Moroccan employees, while also exploring the mediating role of organizational commitment (OC) in this relationship.</p>
<p>Keywords:</p> <p>Knowledge Management; Job Satisfaction; Organizational Commitment; Knowledge Sharing; Knowledge Transfer; Knowledge Utilization.</p> 	<p>Theoretical framework: The study draws upon established theories in KM, job satisfaction (JS), and OC. It suggests that effective KM practices can enhance JS and that OC acts as a mediator in this relationship.</p> <p>Design/Methodology/Approach: This study employs a deductive approach and quantitative research design to explore the relationship between KM practices and JS in Moroccan SMEs. Data from 175 respondents were analyzed using linear regression with the assistance of the SPSS statistical software.</p> <p>Findings: Effective KM practices positively impact job satisfaction (JS) in Moroccan SMEs. Additionally, organizational commitment (OC) acts as a mediator between KM practices and JS. Implementing successful KM strategies and fostering employee commitment can enhance JS in Moroccan SMEs.</p> <p>Research, practical & social implications: The study's implications highlight that implementing effective KM practices in Moroccan SMEs can have far-reaching benefits, including increased JS, enhanced productivity, improved talent attraction, and positive contributions to socio-economic development, emphasizing the significance of KM for organizational success and broader societal advancement.</p> <p>Originality/Value: The originality of this study lie in its examination of KM practices specifically within Moroccan SMEs. By focusing on this context, the study provides unique insights into the challenges and opportunities faced by these organizations, offering practical implications and recommendations that can</p>

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contribute to the development of tailored KM strategies for similar SMEs in Morocco and beyond.

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O IMPACTO DAS PRÁTICAS DE GESTÃO DO CONHECIMENTO NA SATISFAÇÃO PROFISSIONAL DOS FUNCIONÁRIOS MARROQUINOS: PAPEL MEDIADOR DO COMPROMISSO ORGANIZACIONAL

RESUMO

Objetivo: O estudo tem como objetivo investigar como as práticas de gestão do conhecimento (KM) impactam a SJ entre os funcionários marroquinos, ao mesmo tempo em que explora o papel mediador do compromisso organizacional (OC) neste relacionamento.

Quadro teórico: O estudo baseia-se em teorias estabelecidas em KM, satisfação no trabalho (JS), e OC. Sugere que as práticas eficazes do KM podem melhorar a JS e que a OC atua como mediadora neste relacionamento.

Design/Metodologia/Abordagem: Este estudo utiliza uma abordagem dedutiva e projeto de pesquisa quantitativa para explorar a relação entre as práticas de KM e JS nas PME marroquinas. Os dados de 175 entrevistados foram analisados por regressão linear com auxílio do software estatístico SPSS.

Descobertas: Práticas de KM eficazes impactam positivamente a satisfação no trabalho (JS) nas PME marroquinas. Além disso, o compromisso organizacional (OC) atua como mediador entre as práticas da KM e a JS. A implementação de estratégias bem-sucedidas do KM e a promoção do compromisso dos funcionários podem melhorar a JS nas PME marroquinas.

Investigação, implicações práticas e sociais: As implicações do estudo destacam que a implementação de práticas eficazes de KM nas PME marroquinas pode ter benefícios de longo alcance, incluindo aumento da JS, maior produtividade, maior atração de talentos e contribuições positivas para o desenvolvimento socioeconômico, enfatizando a importância do KM para o sucesso organizacional e avanço societal mais amplo.

Originalidade/Valor: A originalidade deste estudo reside no seu exame das práticas de KM especificamente dentro das PME marroquinas. Ao focar-se neste contexto, o estudo fornece uma visão única dos desafios e oportunidades enfrentados por essas organizações, oferecendo implicações práticas e recomendações que podem contribuir para o desenvolvimento de estratégias de gestão de km personalizadas para PME semelhantes em Marrocos e além.

Palavras-chave: Gerenciamento de Conhecimento, Satisfação com o Trabalho, Compromisso Organizacional, Compartilhamento de Conhecimento, Transferência de Conhecimento, Utilização de Conhecimento.

EL IMPACTO DE LAS PRÁCTICAS DE GESTIÓN DEL CONOCIMIENTO EN LA SATISFACCIÓN LABORAL DE LOS EMPLEADOS MARROQUÍES: PAPEL MEDIADOR DEL COMPROMISO ORGANIZACIONAL

RESUMEN

Objetivo: El objetivo del estudio es investigar cómo las prácticas de gestión del conocimiento (GC) impactan en los empleados marroquíes, y explorar el papel mediador del compromiso organizacional (CO) en esta relación.

Marco teórico: El estudio se basa en teorías establecidas en la GC, la satisfacción laboral (JS) y la OC. Sugiere que las prácticas eficaces de gestión de los conocimientos pueden mejorar la comunicación conjunta y que la OC actúa como mediador en esa relación.

Diseño/Metodología/Enfoque: Este estudio emplea un enfoque deductivo y un diseño de investigación cuantitativa para explorar la relación entre las prácticas de GC y la JS en las pymes marroquíes. Los datos de 175 encuestados se analizaron mediante regresión lineal con la ayuda del software estadístico SPSS.

Resultados: Las prácticas eficaces de gestión de los conocimientos repercuten positivamente en la satisfacción laboral en las PYMES marroquíes. Adicionalmente, el compromiso organizacional (CO) actúa como mediador entre las prácticas de GC y JS. La aplicación de estrategias de gestión de los conocimientos satisfactorias y el fomento del compromiso de los empleados pueden mejorar la productividad de las PYMES marroquíes.

Consecuencias prácticas y sociales de la investigación: Las implicaciones del estudio ponen de relieve que la aplicación de prácticas eficaces de gestión de los conocimientos en las PYMES marroquíes puede tener beneficios de largo alcance, como un aumento de la productividad, una mayor atracción de talentos y contribuciones positivas al desarrollo socioeconómico, haciendo hincapié en la importancia de la gestión de los conocimientos para el éxito de la organización y el avance social más amplio.

Originalidad/Valor: La originalidad de este estudio radica en su examen de las prácticas de gestión de los conocimientos específicamente en las PYME marroquíes. Al centrarse en este contexto, el estudio ofrece una

visión única de los desafíos y oportunidades que enfrentan estas organizaciones, ofreciendo implicaciones prácticas y recomendaciones que pueden contribuir al desarrollo de estrategias de gestión de la información adaptadas a las PYME similares en Marruecos y más allá.

Palabras clave: Gestión del Conocimiento, Satisfacción Laboral, Compromiso Organizativo, Intercambio de Conocimientos, Transferencia de Conocimientos, Utilización de los Conocimientos.

INTRODUCTION

In today's fast-paced and competitive business environment, organizations are constantly striving to gain a competitive edge and achieve long-term success. In this pursuit, the effective management of knowledge has emerged as a crucial factor. Knowledge management (KM) practices have gained significant attention as they offer a systematic approach to capturing, organizing, and utilizing the valuable knowledge within an organization. By harnessing knowledge effectively, organizations can enhance decision-making processes, improve productivity, encourage innovation, and ultimately, stay ahead of the competition (Raudeliūnienė et al., 2018; Mahdi et al., 2019; Nurung et al., 2023; Koshelieva et al., 2023).

Job satisfaction (JS) plays a critical role in employee engagement, motivation, and commitment, which significantly impact an organization's performance and success. Numerous studies have examined the factors influencing job satisfaction, including organizational commitment (OC) and KM practices (Koseoglu et al., 2010; Almahamid et al., 2010; Lee and Chang, 2007; Singh and Sharma, 2010; Masa'deh, 2016; Kianto et al., 2016). However, there is still a need to delve deeper into the specific mechanisms through which KM practices influence job satisfaction, particularly considering the mediating role of organizational commitment.

Organizational commitment refers to the psychological attachment, loyalty, and identification that employees have towards their organization. It encompasses three dimensions: affective commitment (AC), continuance commitment, and normative commitment (Meyer & Allen, 1987). Affective commitment reflects an employee's emotional attachment and identification with the organization, while continuance commitment refers to the perceived costs associated with leaving the organization, and normative commitment represents the moral obligation to remain with the organization (Meyer & Allen, 1997).

Within the context of Moroccan small and medium-sized enterprises (SMEs), understanding the impact of KM practices on employee job satisfaction holds particular significance. SMEs play a vital role in the Moroccan economy, contributing substantially to job creation, economic growth, and innovation. However, these organizations often face resource

constraints and intense competition, making it imperative to effectively leverage their knowledge and maximize employee satisfaction to maintain a competitive advantage.

Therefore, the objective of this study is to explore the influence of KM practices on the job satisfaction (JS) of Moroccan employees while examining the mediating role of organizational commitment. Specifically, we aim to investigate the impact of knowledge creation and knowledge sharing on affective commitment (AC) and normative commitment (NC). Additionally, we will examine the relationships between organizational commitment and job satisfaction, as well as the direct impact of KM practices on job satisfaction.

By shedding light on the relationships between KM practices, organizational commitment, and job satisfaction within the context of Moroccan SMEs, this study aims to provide valuable insights for organizations seeking to enhance employee satisfaction and overall organizational performance. The findings of this research will contribute to the existing body of knowledge by providing empirical evidence on the specific mechanisms through which KM practices influence job satisfaction and the mediating role of organizational commitment in this relationship.

Moreover, the results of this study will serve as a foundation for designing effective KM strategies and implementing practices tailored to the unique needs and challenges faced by Moroccan SMEs. By embracing KM practices that foster knowledge creation, sharing, and organizational commitment, these companies can improve employee job satisfaction, retention, and productivity, leading to sustainable growth and competitiveness.

What is the impact of KM practices on the JS of Moroccan employees?

THEORETICAL FRAMEWORK

Knowledge Management (KM) and Organizational Commitment (OC)

KM involves the conversion of critical information into valuable knowledge and leveraging it for the benefit of the company. The process encompasses various aspects such as the knowledge creation (KC), acquisition (KA), storage (KSt), sharing (KSh), and utilization (KU) (Raudeliūnienė et al., 2018; Mahdi et al., 2019).

The KC and sharing is an essential tool for the development of the company's activity. On the one side, the creation facilitates the acquisition of new knowledge and on the other side, the sharing allows to activate the competitive flame at the market level. (Chen et al., 2021 ; Mullins & Cronan, 2021, (Jackson et al., 2006)

Regarding OC and according to the classification deployed in the literature review, this concept is composed of three dimensions: affective commitment (AC), continuity and normative commitment (NC). (Meyer, & Allen; 1987).

H1 & H2 : The literature review does not sufficiently address the KC and its direct impact on AC, as well as the impact of this dimension on NC,

For this reason, in order to test and deconstruct this hypothesis, we try to shed light on the following hypotheses.

H3: Based on an empirical study published Linking KSh, Skill Development and Emotional Engagement: Evidence from Indian Generation Y Employees, the researchers concluded that KSh has a positive effect on the skill development of Generation Y employees, which, in turn, positively predicts AC. But they recommended doing this research in another sector and another country. (Curtis, M.B. and Taylor, E.Z. 2018).

H4 : From an empirical study conducted in Pakistan on a sample in the education sector it was found that NC positively influences trust based on cognition and KSh behavior among employees, However, in terms of the limitations of this study we found that the researchers recommended to retest this hypothesis on other sectors even if the latter is characterized by its knowledge intensity but they find that the relationships between NC, cognitive-based trust, perceived cost of KSh and KSh are not strong (W.U. Rehman , N. Asghar, K.B. Dost , M. Nadeem 2017).

Based on the above-mentioned literature review and the empirical studies made at this level, four hypotheses challenge us to test :

- **H1: KC has a positive impact on AC**
- **H2: KC positively impacts NC**
- **H3: KSh positively impacts AC**
- **H4: KSh positively impacts NC**

OC and Job Satisfaction (JS)

OC has been consistently linked to JS in the literature. Meyer and Maltin (2010) emphasize that meeting employees' basic psychological needs is crucial for achieving higher levels of engagement, resulting in a strong sense of belonging and reduced intention to change organizations (Tett et al., 1993). Srivastava (2013) found a positive relationship between JS and OC in a study of 247 middle managers, while Mathieu (1991) suggests a reciprocal relationship

between the two variables. Additionally, Shahab and Nisa (2014) reported a positive and significant effect of JS on OC. Dinc's survey (2017) involving 437 employees in the furniture manufacturing industry demonstrated that both AC and NC have an impact on overall JS. Furthermore, employee satisfaction indirectly affects NC by fostering a sense of ethical commitment (Fatima et al., 2020; Bansal et al., 2004). These studies collectively support the notion that AC, NC, and JS are interconnected, with various factors influencing the relationship.

- **H5: AC has a positive impact on JS**
- **H6: NC has a positive impact on JS**

KM and JS

Multiple studies have provided evidence for the positive influence of KM practices on JS (Koseoglu et al., 2010; Almahamid et al., 2010; Lee and Chang, 2007; Singh and Sharma, 2010; Masa'deh, 2016; Kianto et al., 2016). Lee and Chang (2007) found a positive correlation between JS and various KM practices, including KC, codification, KSh, application, and overall KM practices. Teh and Sun (2012) and Schmidt (2007) discovered that KSh and instructive training opportunities have an enormous role in employee JS. (Kianto et al., 2016) reported as well in their research that JS is significantly related to KM in the workplace environment. Further, Almahamid et al (2010) in their study focused on the impact of KSh on JS in a sample of 160 Jordanian employees; they revealed that KSh practices have a significant impact on employees' JS. Also Singh & Sharma (2011) conducted studies on Indian telecom industries and they also confirm that there is a positive association between KM practices (KA, KC and KSh) and employee JS. Overall, we find that most studies confirm the existence of a strong relationship between KM practices (KSh and KC) and JS, which leads us to advance the following hypotheses:

- **H7: KC has a positive impact on JS.**
- **H8: KSh has a positive impact on JS.**

OC Mediates the the Relationship Between KM and JS

H9: KC is a process where information is transformed into knowledge through social interaction. Nonaka's research (Nonaka, 1994; Nonaka & Takeuchi, 1995) highlights the significance of KC among researchers and practitioners, identifying four modes: socialization, articulation, combination, and internalization. Baumard (1999) emphasizes the need to differentiate between individual and collective contexts when

studying KC. The relationship between KC and employee JS is an underexplored yet crucial dimension. This hypothesis aims to investigate the impact of KC on JS, with AC potentially mediating this relationship. AC refers to an employee's emotional attachment to the company (Porter, Steers, Mowday & Boulian, 1974). The hypothesis to be tested is as follows:

- **H9: AC mediates the relationship between KC and JS.**

The concept of NC can be understood as a sense of responsibility and dedication to a specific organization (Meyer & Allen, 1997). This internalized belief in responsibility and commitment enables employees to remain engaged with the organization, which is highly valued by the organization itself (Allen & Meyer, 1990). KM plays a crucial role in motivating employees to enhance their knowledge and skills, leading to successful task completion. This success, in turn, boosts employee motivation, self-confidence, and JS (Becerra-Fernandez & Sabherwal, 2015). The normative element of commitment encompasses individuals' moral obligation to maintain their employment within a particular organization, irrespective of the benefits or rewards the organization offers over time (March & Mannari, 1977). Organizational learning has been found to have a positive impact on OC (AC, NC, and calculated), and OC serves as a mediating factor between JS, organizational learning, and employee outcomes (Rose & Pak, 2009).

- **H10: NC mediates the relationship between KC and JS.**

H11: AC, as described by Manion (2004) and Mowday et al. (1979), refers to an individual's favorable affective connection, sense of belonging, and active engagement with an organization. The level of AC is determined by the strength of positive sentiments and the willingness to deepen one's emotional bond with the organization. Trang et al. (2013) found that work motivation and learning organizations positively influence employee performance, with this relationship being mediated by Organizational Commitment (OC), which encompasses actual, calculative, and normative dimensions. Han et al. (2018) further contribute that OC and KSh behavior are positively related and influenced by the mediating effect of psychological ownership. Employees with high AC are motivated to work in the organization because they genuinely want to (Meyer & Allen, 1997), and they demonstrate a strong willingness to exert significant effort on behalf of the organization.

- **H11: AC mediates the relationship between KSh and JS.**

H12: A number of researchers for example (Saeed, 2016) have studied the relationship between JS and KSh on the one hand. Other researchers for example (Becerra-Fernandez and Sabherwal, 2014) cited by Rafique and Mahmood (2018) have explored the mediating effect between satisfaction and KSh through organizational or personal variables. As stated by Vries et al. (2006) that the link between these two variables comes from the mediating effect of willingness and enthusiasm to share knowledge.

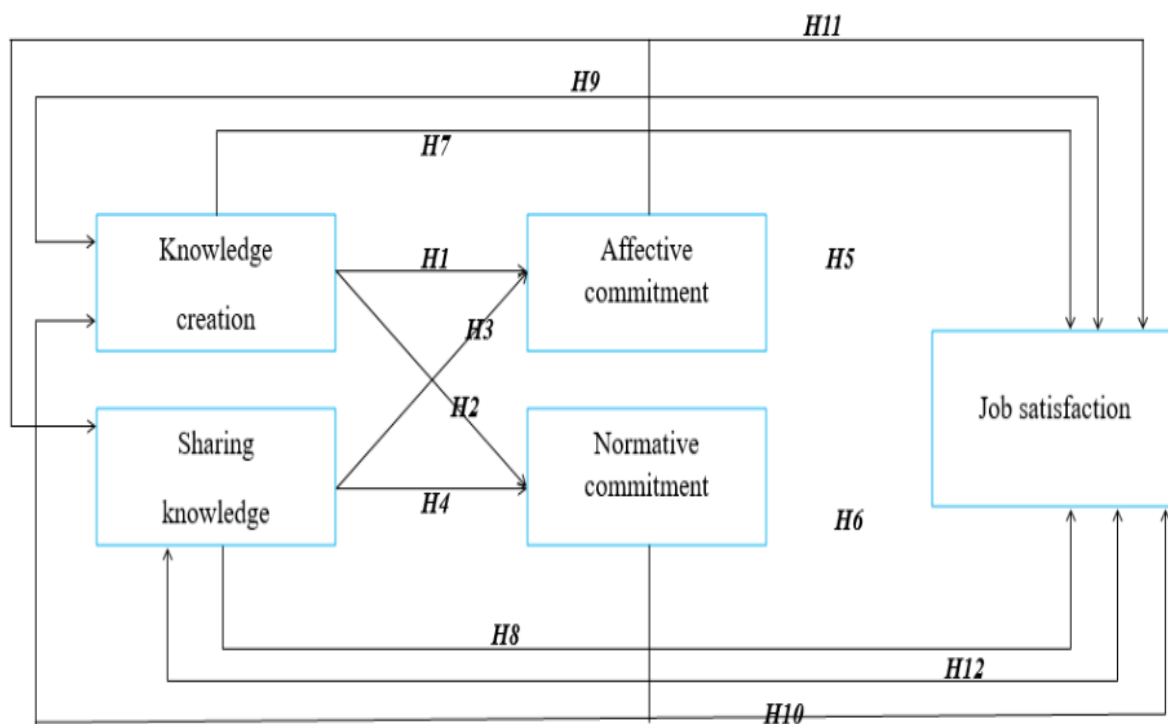
Malik and Kanwal (2018) found that organizational KSh practices play a positive role in employees' JS, Thus the results of the study conducted by Rafique & al (2020) showed that KS had a significant impact on academic librarians' JS.

(Swart et al., 2014) showed that KSh positively influences engagement (in all three dimensions), as processes and practices with KS goals increase the normative aspects of engagement

Similarly Sihombing & al (2017) the result of the study, on a sample of 123 operational employees working in 4 star hotels, shows that OC mediates the relationship between JS and KSh behavior.

- **H12: NC mediates the relationship between KSh and JS.**

Figure 1. Research model



Source: prepared by the researchers.

METHODOLOGY

Our research objective of this work is to verify the impact of KM practices on JS of employees in Moroccan SMEs, in order to examine whether the implementation of these management practices has a positive or negative impact on JS of employees . In order to meet this objective, through notre literature review, the main objective of notre research approach is to test the modèle theorique formulé through a deductive approche; the deductive approche is based on a quantitative study that repose on tests of hypotheses (Evrard et al. 2003). The data were collected through a questionnaire aimed at employees of Moroccan companies, and the analysis of the data is carried out using linear regression via the SPSS statistical software.

Sample Profile

Our sample is 175 respondents, representing 61.7% of men and 38.3% of women. 42.85% had a Bachelor's degree +5 (Master's degree, engineering school), 34.28% had a Bachelor's degree +3/4 (Bachelor's degree, Master's degree) and the rest 11.42% had a Bachelor's degree +8 (Doctorate, expertise) and a Bachelor's degree +2 (Specialized technician diploma, General University Studies Diploma). 50% of the respondents, their ages vary between 35 and 45, 25.9% their ages vary between 25 and 35, 18.5% their ages vary between 45 and 55 years. Also 91.42% of respondents are employees. 36% of the respondents' companies operate in the industry sector, 28% in the textile sector and 24% in the agri-food sector.

The Scales of Employee Measures

When developing our conceptual model, we mobilized several factors. Each factor has its own scale of measurement. These scales are all taken from our review of the literature.

- **Explanatory variable**, KM practices, was measured using items from the Organizational Renewal Capability Inventory (ORCI) survey (Kianto et al., 2008). The KC items (6 items) assessed the frequency and sources of new idea generation in various activity groups. The KSh scale (7 items) focused on the horizontal knowledge flows within the organization. Participants rated their responses on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).
- **Mediating variable**: “OC”; With 2 dimensions from Allen and Meyer (1991), AC (6 items), NC (6 items) Meyer and Allen 1991 (41), Likert scale

(1=totally disagree, 2=rather disagree, 3= neither agree nor disagree, 4=tend to agree, 5=totally agree)

- **Variable to be explained:** "JS" via the job diagnostic survey "JDQ" Hackman and Oldham (1974) (42), with 10 items for the three sub-dimensions which are internal motivation at work, general satisfaction at work and satisfaction of the growth, with Likert scale (1=totally disagree, 2=somewhat disagree, 3=neither agree nor disagree, 4=somewhat agree, 5=totally agree)

RESULTS AND DISCUSSION

Results: Testing of Hypotheses

Table 1, 2, and 3 present the findings of the path analysis and hypothesis testing. Table 1, titled "Summary Model," provides information on the percentage of variance clarified by the independent variable for every dependent variable. Table 2: Analysis of variance (ANOVA) shows that there is a linear or non-linear relationship between the dependent, mediator and independent variables. Table 3: Coefficient test that allows us to confirm or deny our hypotheses if Beta is positive and the significance level is $0.000 < 0.05$.

Table 1: Summary of models

<i>Model</i>	<i>R</i>	<i>R-two</i>	<i>R-two adjusted</i>	<i>Error of the estimate</i>
<i>H1</i>	,738 ^a	,545	,542	,67639889
<i>H2</i>	,764 ^a	,584	,582	,64679404
<i>H3</i>	,651 ^a	,424	,421	,76087317
<i>H4</i>	,669 ^a	,447	,444	,74582046
<i>H5</i>	,563 ^a	,317	,313	,82892534
<i>H6</i>	,643 ^a	,414	,410	,76794805
<i>H7</i>	,626 ^a	,392	,388	,78220599
<i>H8</i>	,543 ^a	,295	,290	,84232494
<i>H9</i>	,643 ^a	,414	,407	,76993609
<i>H10</i>	,676 ^a	,457	,451	,74114557
<i>H11</i>	,609 ^a	,371	,363	,79789840
<i>H12</i>	,661 ^a	,437	,430	,75492597

Source: prepared by the researchers.

H1: The KC has a positive impact on AC. We observe that 54.5% of AC is explained by the KC and 45.5% represents the loss of information, i.e. 45.5% of AC could be justified by other variables.

H2: Is explained up to 58.4% by the KC and 41.6% represents the loss of information, that is 41.6% NC could be explained by other variables.

H3: Is explained up to 42.4% by KSh and 57.9% represents information loss, i.e. 57.9% of AC could be explained by other variables.

H4: Is explained up to 44.7% by KSh and 55.3% represents information loss, i.e. 55.3% of the NC could be explained by other variables.

H5: Is explained for 31.7% by AC and 68.3% represents the loss of information, i.e. 68.3% of JS could be explained by other variables.

H6: 41.4% is explained by the NC and 58.6% by the loss of information.

H7: Is explained for 39.2% by the KC and 60.8% represents the loss of information.

H8: Is explained by 29% by KSh and 71% by information loss.

H9: In the above table, we observe that JS is explained by 0.414 by effective commitment and KC at the same time.

H10: In this table, we observe that JS is explained by 0.457 by KC and NC at the same time. But we notice that after incorporating NC in this relationship, the R-two from 0.392 (R-two of the relationship between KC and JS) to 0.457.

H11: We remark from this table that JS is explained 0.371 by KSh and effective commitment at the same time. Although, we note that after incorporating AC into this relationship, the R-two from .295 (R-two of the relationship between KSh and JS) to .371.

H12: At the level of this table above, we observe that JS is explained 0.437 by KSh and NC at the same time. However, we note that after incorporating NC into this relationship, the R-two from 0.295 (R-two of the relationship between KSh and JS) to 0.437.

Table 2: Analysis of variance (ANOVA)

<i>Model</i>	<i>Sum of the squares</i>	<i>ddl</i>	<i>Middle square</i>	<i>F</i>	<i>Sig</i>
<i>H1</i>	94,850	1	94,850	207,315	,000 ^b
<i>H2</i>	101,627	1	101,627	242,927	,000 ^b
<i>H3</i>	73,845	1	73,845	127,556	,000 ^b

<i>H4</i>	77,769	1	77,769	139,810	,000 ^b
<i>H5</i>	55,129	1	55,129	80,232	,000 ^b
<i>H6</i>	71,974	1	71,974	122,043	,000 ^b
<i>H7</i>	68,151	1	68,151	111,385	,000 ^b
<i>H8</i>	51,255	1	51,255	72,239	,000 ^b
<i>H9</i>	72,038	2	36,019	60,761	,000 ^b
<i>H10</i>	79,521	2	39,760	72,384	,000 ^b
<i>H11</i>	64,498	2	32,249	50,655	,000 ^b
<i>H12</i>	75,975	2	37,987	66,655	,000 ^b

Source: prepared by the researchers.

In the above Analysis of Variance (ANOVA) table, we observe that the significance level is $0.000 < 0.05$, which means that there is a linear relationship between variable 1 and 2 (KC and KSh) and variable 3 and 4 (affective and NC).

The results still show that there is a relationship between variable 1 and 2 (KC and sharing) and variable 5 (JS). and variable 3 and 4 (affective and NC) show that there is a significant relationship with variable 5 (JS). The results of hypothesis 9 and 11 show that there is a significant relationship between three variables each (i.e There is a relationship between variable 1, 3 and 5) and (between variable 2, 3 and 5). and Hypothesis 10 shows the significant relationship between variable 2, 4 and 5). Finally, Hypothesis 12 shows that there is a reciprocal relationship between variable 5, 2, and 4 (link between satisfaction, NC, and KSh).

Table 3: Coefficients Test

<i>Model</i>	B	Error standard	Beta	t	Sig
<i>H1</i>	,738	,051	,738	14,398	,000
<i>H2</i>	,764	,049	,764	15,586	,000
<i>H3</i>	,651	,058	,651	11,294	,000
<i>H4</i>	,669	,057	,669	11,824	,000
<i>H5</i>	,563	,063	,563	8,957	,000
<i>H6</i>	,643	,058	,643	11,047	,000
<i>H7</i>	,626	,059	,626	10,554	,000
<i>H8</i>	,543	,064	,543	8,499	,000
<i>H9a</i>	,462	,087	,462	5,341	,000

<i>H9b</i>	,222	,087	,222	2,561	,011
<i>H10a</i>	,323	,087	,323	3,707	,000
<i>H10b</i>	,396	,087	,396	4,550	,000
<i>H11a</i>	,306	,080	,306	3,836	,000
<i>H11b</i>	,364	,080	,364	4,561	,000
<i>H12a</i>	,204	,077	,204	2,649	,009
<i>H12b</i>	,507	,077	,507	6,586	,000

Source: prepared by the researchers.

The results in the Coefficient Test table allowed us to confirm or deny our research hypotheses.

The results indicate that the Beta coefficients for hypotheses 1 to 8 (H1-H8) are positive (refer to the coefficient table), and their significance is $0.000 < 0.05$. Therefore, we can conclude that hypotheses 1 to 8 are supported.

H9: According to the results of the coefficient table, we notice that the threshold of significance of the KC is 0.000. However, the threshold of significance of the AC is 0.11 which is higher than 0.05. Moreover the Beta of KC is equal to 0.462. However, the Beta of AC is low (0.222) compared to the Beta of KC. Therefore, we can deduce that effective commitment does not play the role of mediator between KC and JS. So, the hypothesis H9 is rejected.

H10: According to the results of this table, we notice that the significance threshold of KC and NC is 0.000 for the two variables, moreover the Beta of KC is equal to 0.323 however the Beta of NC is sharp (0.396) compared to the Beta of KC. Therefore, we can deduce that NC mediates between KC and JS since the integration of NC decreased the Beta of KC. So, the hypothesis H10 is confirmed.

H11: We notice from the results of this table that the significance threshold of KSh and AC is 0.000 for the two variables. In addition, the Beta of KSh is equal to 0.306 whereas the Beta of AC (0.364) is more compared to the Beta of KSh. Consequently, we can deduce that AC mediates the relationship between KSh and JS because the integration of AC has reduced the Beta of KSh. So, the hypothesis H11 is confirmed.

H12: Based on the results of the coefficient table, we note that the significance threshold for KSh is 0.009 to and the NC is 0.000. One can claim that NC mediates the relationship between KSh and JS because the integration of NC has canceled the direct effect

between sharing and satisfaction since the sign of sharing is increased and its beta has decreased. We are talking about a complete mediation of the relationship.

DISCUSSION OF RESULTS

First, we can mention that in all previous research, researchers analyze only the impact of KM practices on JS and other researchers analyze the impact of OC on employees' JS at the strategic level. Thus, considering the findings from prior research and our own interest, our research aims to explore and understand the impact of KM practices on employee JS by mediating this relationship through OC (affective and normative), in the Moroccan context.

Second, this framework argues that both dimensions of KM practices (KC, KSh), can improve the probability of employee JS. This framework also showed that the relationship between KM practices and JS is mediated by OC. In addition, the results showed that OC and the KM process within its work environment are significantly related to the highest employee JS. In particular, intra-organizational KSh and KC, as well as OC (affective and normative) appear to be key factors that promote JS among employees .

Indeed, both of the KM practices (KC and KSh), OC (affective and normative) had positive relationships with JS.

The findings of the study suggest that intra-organizational KSh is a critical process in KM that enhances JS among various employee groups. KSh mechanisms have received substantial attention in KM research, which is justified considering their impact on job well-being. Specifically, internal KSh and knowledge creation were identified as the primary processes that positively influence JS. This finding can be attributed to the fact that problem-solving is a central aspect of work, and employees derive satisfaction from sharing their solutions with others and observing how they contribute to organizational functioning.

Furthermore, the study reveals that the key drivers of knowledge-based JS vary depending on job characteristics. The considerable influence of KM factors on JS highlights the importance of KM in promoting favorable work attitudes among workers. This is especially relevant given their role in coordinating activities across various organizational resources (Nonaka & Takeuchi, 1995). It can be argued that employees who actively engage in knowledge-related activities are more likely to experience JS compared to those who have a less positive view of their job or professional role (De Vries et al., 2006).

Finally, the results demonstrate that the integration of OC positively moderates the relationship between KM practices and JS among Moroccan employees. Based on the

comprehensive analysis and discussion, all twelve hypotheses were supported, indicating a important and positive effect of KM practices on employee JS in the Moroccan context.

CONCLUSION

The objective of the current study was to examine the impact of Knowledge Management (KM) practices on Job Satisfaction (JS) among employees in Moroccan Small and Medium-sized Enterprises (SMEs). A deductive approach and quantitative methodology were employed, utilizing a questionnaire to collect data from employees of Moroccan companies. The collected data were analyzed using linear regression in SPSS statistical software.

The findings of the study revealed that KC and KSh practices had a positive influence on both AC and NC. Furthermore, AC and NC were found to be positively related to JS. These results suggest that KM practices indirectly affect JS through the mediating role of Organizational Commitment (OC).

Several limitations should be considered when interpreting the findings. Firstly, the study utilized self-reported data, which could potentially be influenced by response bias. Additionally, the sample size was relatively small and confined to employees of Moroccan SMEs, limiting the generalizability of the results. Future research endeavors should involve larger sample sizes and encompass a more diverse range of organizations to enhance the external validity of the findings.

Based on the outcomes, it is recommended that organizations prioritize the implementation of effective KM practices to enhance employee JS. Additionally, fostering AC and NC among employees should be a key focus, as these factors were identified as mediating the relationship between KM practices and JS.

Further investigations could explore alternative mediating variables or moderators that might influence the connection between KM practices and JS. Longitudinal studies could also be conducted to examine the long-term effects of KM practices on JS and other organizational outcomes.

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