Investigating Knowledge Management Enablers Affecting Job Satisfaction in Middle East & North Africa

Hamdy Elwany[1] and Zaki Mahrous[2]

[1] Faculty of Engineering, Alexandria University,
Alexandria, Egypt

[2] IT Department, Unilever Mashreq,
Alexandria, Egypt

Abstract

Although that Knowledge becomes the main source for sustainable competitive advantage, organizations need to retain the right human capitals to be able to utilize the existing knowledge to the maximum extent, hence organizations must keep their employees motivated and satisfied. This study investigates the relationship between Knowledge Management Enablers KMEs and Job Satisfaction JS in Middle East and North Africa region, MENA region, industrial companies. Although that many researches focused on KMEs, in addition to the availability of several researches about Job Satisfaction, similar studies in MENA region are still lacked. Data was collected through online self-administered questionnaire from 251 respondents representing professional managers and employees working in several industries/business sectors. The findings of this research proved the existence of the relationship between KMEs such as Organizational Culture, Organizational Structure, IT Support and Job Satisfaction. In addition, it was shown that Organizational Culture has a partial mediating effect between Organizational Structure, and IT Support from one side, and Job Satisfaction from the other side. Moreover, another finding is that there is no moderating effect of Gender or Age on the relationship between Organizational Culture and Job Satisfaction. Finally, there is no moderating effect of Business Sector or Geographical Region on the relationship between IT Support and Job Satisfaction.

Keywords: *Knowledge management, knowledge Management Enablers, organizational culture, collaboration, trust, learning, organizational structure, decentralization, informality, IT support, job satisfaction.*

Abbreviations: CSFs, Critical Success Factors; FMCGs, Fast Moving Consumer Goods; KM, knowledge management; KMEs, knowledge Management Enablers; JS, Job Satisfaction; MENA, Middle East and North Africa.

1. Introduction

The global economy has different characteristics across ages. During the Agriculture Age, land was the main resource, which changed to machines and raw materials during the Industrial Revolution, and currently, Knowledge is considered as the main source of value added. It is also the key differentiator for any competitive advantage. This is what characterizes the modern economy to be the Knowledge Economy. Organizations need to manage their knowledge effectively to be able to gain and sustain competitive advantages, and to be able to survive in their rapidly changing environments with existing severe competitions.

As knowledge progressively turns into the key asset without bounds, the needs to create thorough understanding of knowledge methods for the creation, exchange and organization of this extraordinary resource are getting to be basic. Because of quick innovative development, information and knowledge become components of power. Associations today should not disparage the significance of competent workers, who are the holders of these extraordinary components of information and knowledge. The way to accomplishment, as numerous organizations have demonstrated, is, obviously a mix of elements, yet one of the most important remains in the nature of workers and their performance. The most effective method to acquire, motivate and retain such workers is a true challenge in the existing business world.

Employees and workers turnover is an enormous danger, in light of the fact that it brings several business losses such as loss of skills, loss of expertise, and loss of know-how, it breaks connections and groups. One resolution for this issue is building a good environment where employees are satisfied enough to show their best and enhance their performance to the highest possible level.

Despite the importance of knowledge management and its enablers in the business environment, there are no much studies about them in MENA. The existing study tries to narrow these gaps. The objective of this study is to investigate the impact of Knowledge Management KM key enablers on JS within large organizations in MENA.

This research is a pioneer study investigating KMEs and their impact on JS in MENA. It also helps in assessing the relative effectiveness of each enabler. Studying the mediating effect of organizational culture on the relationship between KMEs and JS was not discussed deeply in previous studies.

The study is expected to guide organizations to the most important KMEs that they can invest in to maximize JS of their employees.

2. Literature Review

Researchers introduced several definitions for Key Success Factors KSFs or enablers, they are all common in the sense of illustrating the main required factors for the success of KM implementations. (Saraph, Benson & Shroeder, 1989) saw them as those basic elements of managerial arrangements and activities that must be considered to attain viability. KM KSFs can be seen as those exercises and practices that ought to be tended to guarantee knowledge effective usage. These practices would either need to be created if they do not exist, or to be enhanced in case they are already available. In light of this definition, (Wong, 2005) considered that firms can be in a position to control KSFs as their internal factors. KM KSFs/enablers are such as KM systems, KM strategy and organizational culture.

There are several researches about KM enablers such as (Davenport et al., 1997), (Skyrme and Amidon, 1997), (Liebowitz, 1999), (Sage and Rouse, 1999), (Alavi and Leidner, 2001), (Hasanali, 2002), (Chourides et al., 2003), (Jennex et al., 2005), (Wong, 2005), (Akhavan Jafari, and Fathian, 2006), (Akhavan and Hosnavi, 2009), (Mercado, 2010), and (Chen et al., 2011). Table 1 shows a consolidated list of most of the KMEs that are identified in the literature along with the researcher who pointed them up in his research. As we can see, there is a long list of different Key success factors. However; the major KMEs that are included in most of the researches are

the organizational technical infrastructure including IT support, the organizational culture, and the organizational structure. These major KM enablers are the main variables in this area.

Organizational culture is one of the most common KMEs which was studied in many researches such as (Jennex et al., 2005), (Wong, 2005), (Akhavan et al., 2006), and (Mercado, 2010). In addition, its significant relation with JS was confirmed in other researches such as (Mckinnon et al., 2003), (Arnold and Spell, 2006), and (Chang and Lee, 2007). (Chen et. al., 2011) identified organizational culture as a construct variable composed of collaboration, trust, and learning. The positive impact of organizational culture components on JS was discussed by (Dammen, 2001), (Bontis et al., 2002), and (Straiter, 2005). Similar studies in MENA region are not available which represents a research gap.

H1: Organizational culture has an impact on JS in MENA region

Organizational structure is another KM enabler which was studied frequently by other researchers such as (Hasanali, 2002), (Chourides et al., 2003), (Wong, 2005), and (Akhavan et al., 2006). (Khaef, 1990) and (Dammen, 2001) highlighted its significant relation with JS, whereas (Chen et al. 2011) studied the impact of its components, decentralization and informality, on KM performance. In addition, (Khaef, 1990) concluded the positive impact of decentralization on JS. Studying the relationship between organizational structure and its components with JS in MENA region is the 2nd research gap.

H2: Organizational structure has an impact on the JS

It was found that IT support is one of the most common KMEs which were studied by other researchers such as (Davenport et al., 1997), (Skyrme and Amidon, 1997), (Liebowitz, 1999), (Sage and Rouse, 1999), (Alavi and Leidner, 2001), (Hasanali, 2002), (Chourides et al., 2003), (Jennex et al., 2005), (Wong, 2005), (Akhavan et al., 2006), (Akhavan and Hosnavi, 2009), (Mercado, 2010), and (Chen et al., 2011). Its positive impact on JS was highlighted by (Attar and Sweis, 2010), which represents the 3rd research gap to study the same in MENA region.

H3: IT support has a positive impact on JS

Due to the high impact of organizational culture on JS, and as there are no much studies about its mediating impact on the relation of other KMEs and JS, it was decided to make it as the 4th research gap.

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H4: Org. culture mediates the relationship between   organizational structure, IT support, and JS

Table 1: Knowledge Management Success Factor Summary (modified from source (Jafari et al., 2009)

Critical Success Factor	Akhavan et al. (2006)	Akhavan and Hosnavi (2009)	Alavi and Leidner (2001)	Chourides et al. (2003)	Chen et al. (2011)	Davenport et al. (1997)	Hasanali (2002)	Holsapple and Joshi (2000)	Jennex et al. (2005)	Liebowitz (1999)	(Mercado, 2010)	Sage and Rouse (1999)	Skyrme and Amidon (1997)	Wong (2005)
Integrated Technical Infrastructure including networks, databases/repositories, computers, software, KMS expert	√	√	√	√	√	√	√		√	√	√	√	√	√
A knowledge strategy that identifies users, user experience level needs, sources, processes, storage strategy, knowledge and links to knowledge for KMS	√			√				√	√	√	√	√		√
A common enterprise wide knowledge structure that is clearly articulated and easily understood	√	√				√			√		√	√	√	
Motivation and commitment of users including incentives and training			√			√			√	√	√			√
An organizational culture that supports learning and sharing the knowledge	√				√	√	√		√	√	√	√	√	√
Senior Management support including allocation of resources, leadership and providing training	√					√	√	√	√	√	√			√
Measures are established to assess the impact of the KMS and the use of knowledge as well as verifying that the right knowledge is being captured	√	√	√			√	√		√		√	√	√	√
Clear goal and purpose for the KMS.						√			√	√			√	
Learning Organization and continuous learning. Training and Education.									√			√	√	√
The search, retrieval, visualization functions of the KMS support easy knowledge use									√					
Work processes are designed that incorporate knowledge capture and use	√								√					√
Security/Protection of knowledge									√			√		
Chief Knowledge Officer (CKO) or equivalent		√								√				
HRM and Organization Structure		√		√	√		√							√
Knowledge Transfer Channels												√		

Finally, there is no research discussing the moderating effects on the relationship between KMEs and JS, hence, it was decided to consider it as the 5th research gap and check the moderating effect of age, gender, business sector, and geographical region on the relationship of the two KMEs with the highest impact on JS, namely org culture and IT support.

H5: Age moderates the relationship between organizational culture and JS
H6: Gender moderates the relationship between organizational culture and JS
H7: Business Sector moderates the relationship between IT support and JS
H8: Geographical Region moderates the relationship between IT support and JS
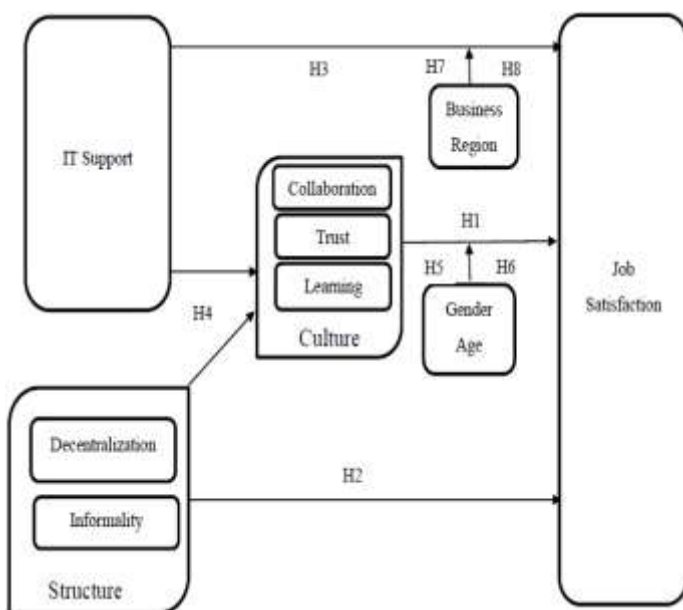
3. Research Methodology

3.1 Conceptual Framework

Figure 1: Integrated Conceptual KM Framework

Based on earlier research work, the selected KM enablers are the most common KM enablers, in addition, they are the most suitable for the firms operating in MENA, compared to other enablers such as having a KM strategy, or a Chief Knowledge Officer which do not exist in most of MENA companies.
The framework suggested by (Chen et al., 2011) was modified to be used in this study as there are some similarities between MENA and Chinese firms where authority and seniority are highly respected and top-down decision making approach is widely used. Also, the centralized nature of organizations in these countries may have the same effect on KM practices.
The research has five objectives, *first*; is to study the relationship between JS, and observed knowledge management enabler variables such as IT support, organizational culture components collaboration, trust and learning, in addition to organizational

structure components, decentralization and informality. This objective is similar to the objective of the study of (Chen et al., 2011), however, in this previous study, the impact of these observed variables on KM performance was studied, while our research focuses on the impact on JS. There are additional four objectives. *Second*; is to study the relationship between JS, and KM enablers construct variables, represented by organizational culture and organizational structure. *Third;* is to test the mediating effect of organizational culture on the relation between KM enablers and JS. *Fourth*; is to test study the moderating effects of demographic variables age and gender on the relationship between organizational culture and JS. *Fifth*; the last objective is to investigate the moderating effects of the business sector and the geographical region variables on the relationship between IT support and JS.

3.2 Research Variables

Organizational Culture

Collaboration
Examples of collaborative activities are open dialogue between organizational members, social activities, and cooperation or partnership with others to create something. This type of interactions can help the knowledge transfer and exchange between organizational members. Collaboration encourages this kind of swap by decreasing concerns and negative emotions, and expanding openness to different people. With no collaboration, it is expected that organizational KM practices will be negatively affected.

Trust
Effective knowledge exchange and openness between organizational members are positively affected by having trust in the environment. At the point when connections between individuals are high in trust, individuals are all more ready to take part in knowledge trade and social collaborations. Lack of trust can be one of the obstacles to limit knowledge exchange between organizational members.

Learning
It is the process of acquiring new knowledge by individuals who are capable and ready to practice that knowledge, this must be integrated with decision making. It was discussed that the more time and effort exerted while learning, the more knowledge is acquired. People ought to be supported to make inquiries for effective knowledge exchange and sharing. Learning in organizations can be expanding through training, practicing and mentoring programs

to share experiences, as traditional techniques may not be enough. Another important note is that learning must be a continuous process.

Organizational Structure

Decentralization

Decentralization refers to the distribution or dispersion of decision authority and control within an organizational entity. The concentration of decision-making authority inevitably reduces creative solutions. Therefore, many researchers proposed that a centralized organizational structure makes it harder to create knowledge

Informality

Informality refers to the degree to which decisions and working relationships are not governed by formal rules, standard policies, and procedures. Knowledge creation requires flexibility and less emphasis on work rules. The range of new ideas seems to be restricted when strict formal rules dominate an organization. On the other hand, formalization will lead to more knowledge codification and documentation of business rules, procedures, and standards which can have a positive impact on knowledge transfer.

IT Support

Information technology (IT) is broadly used to join individuals with reusable systematized knowledge, and it encourages open discussions between organizational members. It can be considered as a common medium for knowledge stream. Interests in information technology appear to be inevitable to extend KM practices. Advanced KM frameworks pay off because of their capacity to exploit existing knowledge. IT facilitates the usage and management of knowledge, and helps organizations to realize the expected benefits from that.

Job Satisfaction

There are many definitions for job satisfaction. In general, it can be considered as the positive or negative feelings that employees have towards their work (Odom et al., 1990). There are many researches related the relationship between job satisfaction and KM enablers such as organizational culture (McKinnon et al., 2003), (Arnold & Spell, 2006) and (Chang & Lee, 2007), and learning, on both individual and group levels, (Bontis et al., 2002), which showed that there is a positive impact of KM enablers on job satisfaction, however there was no much researches on the relation between job satisfaction and KM Success.

3.3 Hypotheses

H1: Organizational culture has an impact on JS
    H1.a: Collaboration has a positive impact on JS.
    H1.b: Trust has a positive impact on JS
    H1.c: Learning has a positive impact on JS
H2: Organizational structure has an impact on the JS
    H2.a: Decentralization has a positive impact on JS
    H2.b: Informality has a negative impact on the JS
H3: IT support has a positive impact on JS
H4: Org. culture mediates the relationship between organizational structure, IT support, and JS
H5: Age moderates the relationship between organizational culture and JS
H6: Gender moderates the relationship between organizational culture and JS
H7: Business Sector moderates the relationship between IT support and JS
H8: Geographical Region moderates the relationship between IT support and JS

3.4 Data Collection

The study sample for this research is selected from companies representing several industries and business sectors such as Fast Moving Consumer Goods FMCGs, telecommunications, petroleum, banking, financial services and IT services. Moreover, the selected companies are thought to be active in KM practices and initiatives. The survey respondents include professional managers and knowledge workers. Answers of the questionnaire questions were collected through online survey. Data collection took a total of 3 months starting from July 2015 till September 2015. A total of 251 questionnaire responses were collected, out of which 212 were complete accepted responses. A total 39 responses were excluded, as 34 out of them were incomplete, and the other five did not belong to large companies, as per the used definition. The sample size (212) was considered appropriate, since it met the minimum sample size required by factor analysis (5 for each variable), stepwise regression (10 for each variable) and structural equation modeling (a minimum of 200 cases).

3.5 Sampling

The population of this research includes the managers and knowledge workers in the chosen organizations. Knowledge workers are middle managers or employees working on new innovations, Research & Development IT and similar functions which develop, maintain, and use knowledge extensively, focusing on middle management as they are the real "Knowledge Engineers" of the

knowledge creating companies (Nonaka & Tagussi, 1995). Research used a non-probability sampling using convenient sampling by collecting the questionnaire answers from members of the population who are conveniently available to provide it.

4. Research Results

A statistical analysis is conducted to investigate the relationships between the research variables such as organizational culture, organizational structure, IT support, job satisfaction and KMS. The analysis starts by introducing the characteristics of respondents, moving to the measurement of reliability and validity of research scales, then a descriptive analysis for the research variables, and finally by performing simple and multiple linear regressions. Questionnaire responses were accepted from 212 respondents, and they were analyzed using the statistical package of IBM SPSS- version 19.0.

4.1 Characteristics of Respondents

As mentioned earlier, 212 complete questionnaire responses were collected. Research samples were analyzed from four different perspectives: Age, Gender, Business Sectors, and Geographical regions.

Table 2: Characteristics of Respondents

Variable	Categories	Frequency	Percent
Age	<= 30 Years old	57	26.90%
	31 to 40 Years old	103	48.60%
	> 40 Years old	52	24.50%
Gender	Male	171	80.70%
	Female	41	19.30%
Business Sector	Banking/Financial Services	38	17.90%
	FMCG	84	39.60%
	IT/Telecom	39	18.40%
	Oil&Gas	34	16.10%
	Others	17	8.00%
Geographical Region	Middle East	82	38.70%
	North Africa	130	61.30%

From Age perspective, The highest percentage of the sample size belongs to mid category, from 31 to 40 years old, with 103 respondents representing 48.6% of the total sample size, followed by the younger group, less than or equal 30 years old, with 57 respondents representing 26.9% of the total sample size, while the smallest group belongs to the oldest category above 40 years old, with 52 respondents representing 24.5% of the total sample size. With respect to gender, the highest percentage belongs to

the male group with 171 respondents representing 80.7% of the total sample size, while the female group has 41 samples representing 19.3% of the total sample size. With regard to Business Sectors, the highest percentage of the sample size belongs to FMCG sector with 84 respondents representing 39.6% of the total sample size, followed by IT/Telecom sector with 39 respondents representing 18.4% of the total sample size. Banking / financial services sector has the third rank with 38 respondents representing 18.4% of total sample size, while oil and gas got the fourth rank with 34 respondents representing 16.1% of the total sample size. Other sectors such as construction, pharmaceutical, and fashion business sectors were consolidated into one category as they had few numbers of respondents.

From geographical regional perspective, research respondents were categorized into two categories: Middle East and North Africa. With respect to Middle East, samples were collected from KSA, UAE, Kuwait, Qatar, Iraq, and Turkey. North Africa responses collected from Egypt, Morocco, Algeria and Sudan. North Africa group has a higher number of respondents, 130 respondents, representing 61.3% of the total sample size, while Middle East group has only 82 respondents representing 38.7% of the total sample size.

4.2 Reliability and Validity

Reliability is the consistency of measurement, reflecting how closely related a set of items are as a group (Hair et al., 1998). Cronbach's alpha, as the most commonly used test for reliability, was used to assess the reliability of the multidimensional scales of this study. Cronbach's alpha can range from zero to one; values closer to zero indicate low reliability. The generally agreed-upon lower limit for Cronbach's alpha is 0.7, yet it may decrease to 0.6 in exploratory studies. (Robinson et al., 1991). Table 3 shows that all research variables have high reliability measures with Cronbach's alpha exceeding 0.7, which means that all elements for each scale are internally consistent and measuring the same construct.

Table 3: Reliability of Research Variables

#	Variable	No. of Items	Reliability Measure
1	Collaboration	3	0.849
2	Trust	5	0.89
3	Learning	4	0.898
4	Decentralization	4	0.85
5	Informality	2	0.768
6	IT Support	4	0.892
7	Job Satisfaction	3	0.933

Both convergent validity and discriminate validity were examined. Convergent validity is important to guarantee that the items measuring the same construct are highly correlated, while discriminate validity is used to make sure that the scales used to measure the study variables are not correlated and the respondent was able to distinguish between the meanings of the items of the questionnaire (Churchill, 1979; Hair et al., 1998). Research variables were factor analyzed using Principle Component Analysis and Varimax rotation. The result of the KMO test are found to be more than 0.6 except of organizational structure with a value of 0.5 that can be considered low but still accepted (Kaiser, 1974), indicating that factor analysis is appropriate for these data. Moreover, factor analysis was supported by Barlett's test, measuring the null hypothesis that the original correlation matrix is an identity matrix (Field, 2005). The results of Berlett's test are all significant below 0.01 level, representing an existence of a relationship between the variables. Convergent validity test were performed on two stages, 1st stage is for observed variables using AVE, and the 2nd stage is for latent variables using factor analysis. For Discriminate Validity, based on the criterion set by (Hair et al., 1998), "to achieve discriminant validity, the squared inter-correlation between two constructs should be less than the AVE estimates of the respective two constructs for all pairs of constructs". It was found that data analysis of existing study supports the discriminate validity of the research constructs, based on the criterion on (Hair et al., 1998).

4.3 Frequency Table

Table (4) provides the summary of the frequency distribution of the collected survey responses showing the percentage of answers for each level on Likert scale.

Table 4: Frequency Distribution

Research Variable	Strongly Disagree	Disagree	Neut.	Agree	Str. Agree	Mean
Collaboration	0.20%	4.70%	28.80%	58.20%	8.20%	3.7
Trust	1.50%	15.30%	36.80%	40.70%	5.80%	3.3
Learning	5.70%	22.80%	25.40%	38.70%	7.50%	3.2
Decentralization	6.40%	38.30%	32.20%	21.20%	1.90%	2.7
Informality	7.80%	38.00%	25.20%	23.80%	5.20%	2.8
IT Support	0.40%	6.70%	24.10%	49.50%	19.30%	3.8
Job Satisfaction	1.10%	9.70%	37.10%	48.00%	4.10%	3.4

4.4 Multiple Regression Analysis between KMEs and JS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.026	.777		2.605	.010
	Structure	.081	.039	.121	2.057	.041
	IT_Support	.114	.045	.153	2.509	.013
	Culture	.151	.019	.489	7.836	.000

a. Dependent Variable: Job_Satisfaction

4.5 Summary of Hypotheses Testing Results

Table 5 gives the status summary of all research hypotheses.

Table 5: Summary of Hypotheses Results

Hypothesis	Status
H1: Organizational Culture has an impact on JS.	Accepted
H1.a: Collaboration has a positive impact on JS.	Accepted
H1.b: Trust has a positive impact on JS.	Accepted
H1.c: Learning has a positive impact on JS.	Accepted
H2: Organizational Structure has an impact on JS	Accepted
H2.a: Decentralization has a positive impact on JS	Accepted
H2.b: Informality has a negative impact on JS	Rejected
H3: IT Support has a positive impact on JS	Accepted
H4: Organizational Culture mediates the relationship between Organizational Structure, IT Support and JS	Accepted
H5: Gender moderates the relationship between Organizational Culture and JS	Rejected
H6: Age moderates the relationship between Organizational Culture and JS	Rejected
H7: Business Sector moderates the relationship between IT Support and JS	Rejected
H8: Geographical Region moderates the relationship between IT Support and JS	Rejected

5. DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This section discusses the research findings and implications, research limitations and suggestions for future work. The mean below 2.5 is considered negative, 2.5 neutral, between 2.5 and 3.5 is somehow positive, and more than 3.5 is positive

which is also based on the percentage of frequencies (Sekaran & Bougie, 2003).

5.2 Relationship between Knowledge Management Enablers and JS

It was found that organization culture has the highest impact on JS among other KMEs, then IT support in the second position, and finally the organizational structure. On the other hand, the relation between KMEs and JS are mediated by partially mediated by organizational culture.

5.2.1 Organizational Culture

Organizational culture is one of the most common KMEs which were studied by other researchers such as (Jennex et al., 2005), (Wong, 2005), (Akhavan Jafari, and Fathian, 2006), and (Mercado, 2010). The findings comply with many previous researches on the impact of organizational culture on JS, such as (Mckinnon et al., 2003), (Arnold and Spell, 2006), and (Chang and Lee, 2007). This leads to the acceptance of hypothesis H1. The organizational culture has a mediating effect on the relationship between other KMEs & JS, however this will be discussed later in a separate section,

On the side of subordinating hypotheses of H1, related to organizational culture components, data analysis supports the positive effect of the three examined components, collaboration, trust, and learning, on JS, leading to the acceptance of the subordinating hypothesis H1a, H1b, and H1c. The existing research concludes similar findings as what was published by (Dammen, 2001), (Bontis et al., 2002), and (Straiter, 2005).

5.2.2 Organizational Structure

Organizational structure is another KM enabler which was studied frequently by other researchers such as (Hasanali, 2002), (Chourides et al., 2003), (Wong, 2005), and (Akhavan et al., 2006). The current study supports the existence of significant relation between organizational structure and JS, which comply with previous studies such as (Khaef, 1990) and (Dammen, 2001), leading to the acceptance of hypothesis H2.

The research supports the positive impact of decentralization on JS in MENA region which is similar to was reached by (Khaef, 1990) who concluded that the more the participation in decision making from employees, the more the job satisfaction they can reach. As per the data analysis of this research, it shows that Informality has insignificant relationship with Job Satisfaction, leading to the acceptance of subordinating hypothesis H2a, and the rejection of the subordinating hypothesis H2b.

5.2.3 IT Support

It was found that IT support is one of the most common KMEs which were studied by other researchers such as (Davenport et al., 1997), (Skyrme and Amidon, 1997), (Liebowitz, 1999), (Sage and Rouse, 1999), (Alavi and Leidner, 2001), (Hasanali, 2002), (Chourides et al., 2003), (Jennex et al., 2005), (Wong, 2005), (Akhavan et al., 2006), (Akhavan and Hosnavi, 2009), (Mercado, 2010), and (Chen et al., 2011). The current study supports IT positive impact on KMS. The findings comply with (Attar and Sweis, 2010), leading to the acceptance of hypothesis H3.

5.3 Mediating Effect of Organizational Culture

The organizational culture plays an important role mediating the relationship of other KMEs, included in the study, and JS. It was proved that there is a partial mediation of organizational culture on the impact of both organizational structure and IT support on JS, as both of them have less significant unbiased coefficients during the existing organizational culture compared to the case when it does not exist. The explanation is that both organizational structure and IT support affect KMS directly, and indirectly through organizational culture.

5.4 Moderating Effects

There was no much research on the moderating effect of demographics in the area on KMEs, however, it was found that organizational culture and IT support have the highest impact on KM Success among other KMEs, so it was decided in this research to explore if there are any moderating effects of gender, and age variables on the relationship between organizational culture as independent variable and JS as dependent variables, in addition to the investigation of the moderating effect of business sector, and geographical region on the relationship between IT support as independent variable and JS as dependent variables.

It was found that gender and age does not have a significant moderating impact on the relationship between organizational culture and JS. Same results were confirmed bout the inexistence of a significant moderating impact of business sector, nor geographical region on the relationship between IT support and JS.

5.5 Methodological Assumptions and Limitations

The results of this research are limited to companies in MENA. More empirical researches are required through data collection over other countries.

5.6 Suggestion for Future Work

This research can be extended to study the impact of KMEs on company performance, and to which extent these enablers can help companies to achieve their strategies. Moreover, next research to cover SMEs .

6. Conclusions

The current study provides the empirical support for the relationship between KM enablers and KMS in MENA. It was shown that:
- Organizational culture represented by collaboration, trust and learning, has a positive impact on JS.
- The first organizational structure component, decentralization, has a positive impact on KMS.
- The second organizational structure component, informality, does not have a significant negative impact on JS.
- Organizational structure has a significant impact on JS.
- IT support has a positive impact on JS.
- Organizational culture has a partial mediating effect between organizational structure, and IT support from one side, and JS from the other side.
- There is no moderating effect of gender nor age on the relationship between organizational culture from one side, and JS from the other side.
- There is no moderating effect of business sector nor geographical region on the relationship between IT support from one side, and KMS from the other side.

It was found that Organizational Culture has the highest impact on Job Satisfaction among other KM Enablers, then IT support in the second position, and finally the Organizational Structure.

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