

Knowledge Management and Job Satisfaction

Access to new resource related to Knowledge Management added to PMWL



[Resource provided by Ali Ismail](#)

29 July 2025 – Stralsund, Germany – Access to a new resource has been added to the PM World Library (PMWL) related to Knowledge Management. The new resource is titled “Assessing the Influence of the Knowledge Management Cycle on Job Satisfaction and Organizational Culture Considering the Interplay of Employee Engagement”, by Hayford Asare Obeng, Richard Arhinful, Leviticus Mensah, and Jerry Seth Owusu-Sarfo, and published in Sustainability in October 2024.

This paper examines how the Knowledge Management Cycle (KMC) affects job satisfaction (JS) and organizational culture (OC), with a focus on employee engagement (EE) within Ghana’s road infrastructure sector. The study applies Social Exchange Theory to show how employee engagement links knowledge practices to outcomes in the workplace. The study addresses how KMC processes interact with employee engagement to shape workplace satisfaction and cultural dynamics.

Data collected from 300 employees, using snowball sampling, of the Ghana Highway Authority was analyzed through structural equation modelling (SEM). The analytical framework includes confirmatory factor analysis, reliability and validity testing, and mediation analysis to assess both direct and indirect effects.

The findings present a new model connecting knowledge creation, sharing, and auditing to employee experience and organizational norms. The study invites further inquiry into how engagement mediates knowledge-driven organizational change, without disclosing empirical findings.

To access this new resource, go to the Applications and Hot Topics section of the library at <https://pmworldlibrary.net/applications-and-topics/>, click on “Knowledge Management & PM”, scroll down to resource. Must be a registered member and logged in to access. If not yet registered, please consider the 30-day FREE Trial Membership at <https://pmworldlibrary.net/trial-membership/>

This new resource provided through the PMWL university research internship program; [to learn more, click here](#)

For PMWL Post

Obeng, H.A., Arhinful, R., Mensah, L., & Owusu-Sarfo, J.S. (2024). Assessing the Influence of the Knowledge Management Cycle on Job Satisfaction and Organizational Culture Considering the Interplay of Employee Engagement. Sustainability, 16(8728). Available online at <https://doi.org/10.3390/su16208728> ([Ali](#))

PMWL Research Result

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