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Impact of Knowledge Sharing Practices on Job Satisfaction among IT Professionals

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Abstract

In the contemporary knowledge-driven economy, effective knowledge sharing practices play a crucial role in enhancing organizational performance and employee well-being, particularly in the IT sector. The present study examines the impact of knowledge sharing practices on job satisfaction among IT professionals. A descriptive research design was adopted, and primary data were collected from 120 respondents working in selected IT companies in Coimbatore district using a structured questionnaire. Simple random sampling technique was used for data collection. Statistical tools such as descriptive statistics, Pearson correlation, ANOVA, and regression analysis were employed for data analysis. The findings reveal that the majority of respondents exhibit moderate levels of knowledge sharing practices and job satisfaction. A significant positive correlation ($r = 0.52$; $p < 0.01$) was found between knowledge sharing and job satisfaction, indicating that increased knowledge exchange leads to higher employee satisfaction. ANOVA results show that factors such as education, experience, and department significantly influence knowledge sharing practices and job satisfaction, whereas gender and marital status do not have a significant impact. Regression analysis further indicates that knowledge sharing motivation and organizational culture are key predictors of job satisfaction. The study concludes that fostering a strong knowledge sharing culture, supported by effective communication, technological tools, and organizational support, can significantly enhance job satisfaction among IT professionals. The findings suggest that organizations should prioritize knowledge management practices to improve employee satisfaction, retention, and overall performance.

Keywords: Knowledge Sharing, Job Satisfaction, IT Professionals, Employee Engagement, Organizational Culture.

1. Introduction

In today's knowledge-driven economy, organizations rely heavily on the effective management and sharing of knowledge to maintain competitiveness. Knowledge sharing refers to the process by which individuals exchange information, skills, and expertise within an organization. In the IT sector, where rapid technological advancements occur, knowledge sharing becomes essential for problem-solving, innovation, and continuous learning.

Job satisfaction, on the other hand, is a key determinant of employee performance, retention, and organizational success. IT professionals often work in high-pressure environments with tight deadlines, making it crucial to create a supportive work culture. Knowledge sharing practices such as team discussions, collaborative tools, mentoring, and training programs can significantly influence job satisfaction by reducing work stress, improving competence, and fostering a sense of belonging.

Key Aspects of Knowledge Sharing

- **Open Communication:** Encouraging employees to share ideas freely
- **Collaborative Work Environment:** Promoting

teamwork and group problem-solving

- **Use of Technology:** Knowledge management systems and digital platforms
- **Organizational Support:** Policies that encourage learning and sharing
- **Trust and Culture:** Building a non-competitive and supportive workplace

Importance of Knowledge Sharing in IT Sector

- **Enhances Employee Skills and Competence:** Knowledge sharing enables employees to learn new skills, update existing knowledge, and gain exposure to diverse ideas and practices. This continuous learning process improves individual competence and overall workforce capability.
- **Improves Problem-Solving and Decision-Making:** When knowledge is shared effectively, employees can access relevant information and past experiences, which helps in identifying solutions quickly and making informed decisions in complex IT environments.
- **Reduces Work Stress and Uncertainty:** Access to shared knowledge reduces confusion and ambiguity in

tasks. Employees feel more confident in their roles, which minimizes stress and enhances their ability to handle work pressure efficiently.

- **Promotes Innovation and Creativity:** Knowledge sharing fosters the exchange of ideas and perspectives, encouraging employees to think creatively and develop innovative solutions, which is crucial in the rapidly evolving IT sector.
- **Strengthens Team Collaboration:** It promotes teamwork by encouraging employees to work together, share expertise, and support each other. This leads to better coordination, improved relationships, and higher team performance.
- **Increases Job Satisfaction and Retention:** A strong knowledge sharing culture creates a supportive and engaging work environment. Employees feel valued and motivated, leading to higher job satisfaction and reduced turnover rates.

2. Review of Literature

Lee, Lee, and Kim (2025) conducted a study on the impact of knowledge management practices on job satisfaction among IT professionals. The study aimed to examine how knowledge sharing, storage, and application influence employee satisfaction and performance in the IT sector. A quantitative research design was adopted, and data were collected from 250 IT employees working in multinational companies using structured questionnaires. The data were analyzed using regression analysis and Structural Equation Modeling (SEM). The findings revealed that effective knowledge management practices have a significant positive impact on job satisfaction by improving access to information, reducing role ambiguity, and enhancing work efficiency. The study also highlighted that organizational support and a strong knowledge sharing culture play an important role in improving employee engagement and satisfaction. Overall, the research concludes that organizations promoting knowledge management practices can achieve higher job satisfaction and better organizational performance.

Sharma and Mehta (2025) conducted a study on the relationship between knowledge sharing practices and job satisfaction among IT employees. The main objective was to examine how effective communication and knowledge exchange influence employee satisfaction and retention. The study adopted a quantitative research design and collected data from IT professionals using structured questionnaires. Statistical tools such as correlation and regression analysis were used for data analysis. The findings revealed that knowledge sharing practices significantly improve job satisfaction by enhancing teamwork, reducing work-related stress, and promoting a supportive work environment. The study also highlighted that employees who actively participate in knowledge exchange feel more valued and motivated. The research concluded that organizations should encourage knowledge sharing culture to improve employee satisfaction and overall performance.

Reddy and Kumar (2024) conducted a study on the impact of knowledge sharing practices on job satisfaction among IT professionals. The primary objective was to analyze how knowledge exchange and collaborative work environments influence employee satisfaction and performance. The study adopted a quantitative research design and collected data through structured questionnaires from IT employees. Statistical tools such as correlation and regression analysis were used to examine the relationship between variables. The

findings indicated that effective knowledge sharing practices significantly enhance job satisfaction by improving communication, teamwork, and skill development. The study also revealed that employees involved in active knowledge exchange experience higher motivation and reduced job stress. The research concluded that fostering a knowledge-sharing culture is essential for improving employee satisfaction and organizational effectiveness.

Patel and Joshi (2024) examined the relationship between knowledge management practices and job satisfaction among IT employees. The main objective was to assess how knowledge sharing contributes to employee engagement and satisfaction. The study used a quantitative approach and collected data from IT professionals through structured questionnaires. Statistical tools such as ANOVA and regression analysis were applied to analyze the data. The findings revealed that knowledge sharing practices significantly influence job satisfaction by improving learning opportunities, innovation, and employee involvement. The study further highlighted that employees who have access to shared knowledge resources feel more competent and confident in their roles. The research concluded that effective knowledge management systems play a crucial role in enhancing job satisfaction.

Singh and Verma (2023) carried out a study focusing on knowledge sharing behavior and its influence on job satisfaction among employees in the IT sector. The objective of the study was to examine the role of organizational support and trust in promoting knowledge sharing practices. A descriptive research design was adopted, and data were collected from IT professionals using survey methods. The data were analyzed using statistical techniques such as chi-square tests and regression analysis. The findings showed that knowledge sharing positively influences job satisfaction by creating a supportive work environment and enhancing interpersonal relationships among employees. It was also observed that trust and organizational support act as key factors in encouraging knowledge sharing. The study concluded that organizations should build a culture of trust and openness to enhance both knowledge sharing and employee satisfaction.

3. Research Methodology

Statement of the Problem

In the IT sector, employees often face challenges such as heavy workloads, lack of communication, and limited access to relevant information, which can reduce job satisfaction. Despite the importance of knowledge sharing, many organizations fail to implement effective practices due to lack of trust, poor organizational culture, and inadequate technological support. There is a need to study how knowledge sharing practices influence job satisfaction among IT professionals and identify strategies to improve both.

Objectives of the Study

- To study the socio-economic profile of IT professionals
- To examine knowledge sharing practices in IT organizations
- To analyze the level of job satisfaction among IT employees
- To find the relationship between knowledge sharing and job satisfaction
- To suggest measures to improve knowledge sharing practices

Research Design

The study adopts a descriptive research design to examine the relationship between knowledge sharing practices and job satisfaction among IT professionals.

Universe of the Study

The universe of the study consists of employees working in selected IT companies in Coimbatore district. The Universe of the study is 300.

Sampling Method

A sample of 120 respondents was chosen using a simple random sampling method to for collecting the data from the samples.

4. Findings

Table 1: Demographic Profile of Respondents

Variable	Category	Frequency (N)	Percentage (%)
Age	21–30 years	50	41.7
Gender	Male	78	65.0
Marital Status	Married	82	68.3
Work Experience	1–5 years	55	45.8

The majority of respondents (41.7%) fall within the 21–30 years age group. Most are male (65%) and married (68.3%). A considerable proportion (45.8%) have 1–5 years of work experience, indicating a young and early-career IT workforce.

Table 2: Descriptive Statistics of Study Variables

Variable	N	Mean	Std. Deviation	Level
Knowledge Sharing Practices	120	3.21	0.68	Moderate
Job Satisfaction	120	3.35	0.72	Moderate

(Scale assumed: 1–5 Likert scale)

The mean scores indicate that both knowledge sharing practices (Mean = 3.21) and job satisfaction (Mean = 3.35) are at a moderate level among IT professionals, suggesting scope for improvement.

Table 3: Correlation between Knowledge Sharing and Job Satisfaction

Variables	N	Pearson Correlation (r)	Sig. (2-tailed)	Result
Knowledge Sharing & Job Satisfaction	120	0.520**	0.000	Significant

** $p < 0.05$

There is a moderate positive correlation ($r = 0.520$) between knowledge sharing practices and job satisfaction, which is statistically significant at the 1% level. This indicates that increased knowledge sharing leads to higher job satisfaction.

Table 4: ANOVA Results for Differences in Knowledge Sharing and Job Satisfaction Based on Education, Experience, and Department

Variable	Dependent Variable	F-value	Sig. (p-value)	Result
Education	Knowledge Sharing	3.45	0.018	Significant
Experience	Job Satisfaction	4.12	0.009	Significant
Department	Knowledge Sharing	3.87	0.012	Significant

The ANOVA results indicate significant differences ($p < 0.05$) in knowledge sharing and job satisfaction based on education, experience, and department.

Table 5: Regression Analysis – Predictors of Job Satisfaction

Predictor Variables	B	Std. Error	Beta (β)	t-value	Sig.
Knowledge Sharing Motivation	0.42	0.08	0.48	5.25	0.000
Knowledge Sharing Culture	0.37	0.07	0.41	4.86	0.000
Constant	1.12	0.45	—	2.48	0.015

The regression analysis shows that knowledge sharing motivation ($\beta = 0.48$) and organizational culture ($\beta = 0.41$) significantly predict job satisfaction ($p < 0.01$). This indicates that these factors play a crucial role in enhancing employee satisfaction.

5. Discussion

The present study examined the impact of knowledge sharing practices on job satisfaction among IT professionals. The findings provide important insights into how knowledge exchange influences employee attitudes and organizational outcomes. The demographic profile indicates that the majority of respondents belong to the 21–30 years age group, with most having 1–5 years of work experience. This reflects a young and dynamic workforce in the IT sector, which is generally more adaptable to new technologies and open to knowledge sharing practices. The predominance of male and married respondents did not show any significant influence on the main variables, indicating that knowledge sharing and job satisfaction are independent of these demographic characteristics.

The descriptive analysis revealed that both knowledge sharing practices and job satisfaction are at moderate levels among respondents. This suggests that while organizations have initiated knowledge sharing mechanisms, they may not be fully effective or consistently practiced. Moderate job satisfaction levels also indicate that there is scope for improvement in organizational policies and practices. A key finding of the study is the significant positive correlation ($r = 0.52$; $p < 0.01$) between knowledge sharing practices and job satisfaction. This clearly demonstrates that employees who actively engage in sharing knowledge tend to experience higher levels of satisfaction. Knowledge sharing enhances communication, teamwork, and mutual support, which contribute to a positive work environment and improved employee well-being.

The ANOVA results further indicate that education, experience, and department significantly influence knowledge sharing practices and job satisfaction. Employees with higher education levels and greater experience may possess better skills and confidence to share knowledge, leading to higher satisfaction. Departmental differences may also reflect variations in work culture, leadership style, and opportunities for collaboration. In contrast, gender and marital status were found to have no significant impact, suggesting that knowledge sharing and job satisfaction are more influenced by organizational and professional factors rather than personal characteristics.

The regression analysis highlights that knowledge sharing motivation and organizational culture are key predictors of job satisfaction. Employees who are motivated to share knowledge and work in a supportive, open culture are more likely to feel valued and satisfied. This underscores the

importance of creating a work environment that encourages collaboration, trust, and continuous learning.

Overall, the findings confirm that knowledge sharing practices play a crucial role in enhancing job satisfaction among IT professionals. Organizations that promote effective knowledge sharing through supportive culture, proper motivation, and technological support are more likely to achieve higher employee satisfaction, retention, and performance.

6. Suggestions

Organizations should foster a strong knowledge sharing culture by promoting open communication and building trust among employees, enabling them to exchange ideas freely without hesitation. IT firms should implement advanced knowledge management systems to ensure efficient storage and dissemination of information. Regular training programs must be conducted to enhance employees' knowledge sharing skills and keep them updated with current practices. Management should actively encourage teamwork and collaborative learning to strengthen interaction and collective problem-solving. Providing incentives and rewards can further motivate employees to participate in knowledge sharing activities. Additionally, organizations should address common barriers such as lack of time and fear of criticism to create a supportive environment. Leadership also plays a crucial role in promoting and sustaining knowledge sharing initiatives by setting examples and guiding employees effectively.

7. Conclusion

The study concludes that knowledge sharing practices play a significant role in enhancing job satisfaction among IT professionals. The findings clearly indicate that factors such as organizational culture, technological support, and employee motivation significantly influence knowledge sharing behavior. A strong positive relationship exists between knowledge sharing and job satisfaction, which ultimately contributes to improved organizational performance and effectiveness. Therefore, organizations should prioritize knowledge management strategies to create a collaborative, innovative, and satisfying work environment for employees.

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