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**Job Satisfaction and Knowledge Sharing in Oil
and Gas Industry: The case of ADNOC Company,
Abu Dhabi**

العلاقة بين الرضا الوظيفي و مشاركة المعرفة لدى الموظفين في
قطاع صناعة النفط و الغاز الطبيعي

By

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Job Satisfaction and Knowledge Sharing in Oil and Gas Industry: The case of ADNOC Company, Abu Dhabi

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Dedication:

I dedicate this dissertation to my beloved parents, wife, and children.

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Abstract :

This study made an attempt to investigate the nature of relationships between job satisfaction and knowledge sharing. Furthermore, the relationships between various factors of job satisfaction and knowledge sharing were studied and examined. The subject of the study was the employees of Abu Dhabi National Oil Company and its group of companies. Several hypotheses reflecting the relationship between job satisfaction and knowledge sharing and their factors were developed and examined.

A total of 975 self-administrated surveys were distributed randomly between employees of ADNOC group of companies. The number of returned and useable surveys was 488. Based on the analyses of the gathered data, the study was able to prove the existence of positive and significant, yet weak relationships, between knowledge sharing and job satisfaction and their factors. Job itself and the supervisory style were identified as the factors of job satisfaction which have the largest influence on employees' knowledge sharing behavior. The study results revealed that employees' job satisfaction levels have a direct positive relation to their knowledge sharing behaviors. Besides establishing appropriate knowledge management systems, organizations should work hard to increase employees' job satisfaction and minimize sources of dissatisfactions. Supervisory style and job itself are influenced by organization management, and thus, organization management plays the largest role in motivating employees to involve in knowledge sharing.

الملخص:

تسعى هذه الأطروحة إلى تقصي طبيعة العلاقة بين الرضا الوظيفي و مشاركة المعرفة لدى الموظفين. بالإضافة لذلك؛ فإن الأطروحة تطرقت إلى العلاقة بين العوامل المختلفة لكل من الرضا الوظيفي و مشاركة المعرفة. قدمت هذه الأطروحة فرضيات متعددة تعكس العلاقة بين الرضا الوظيفي و مشاركة المعرفة و عواملهم المختلفة.

كانت شركت بترول أبوظبي الوطنية (أدنوك) محل هذه الدراسة. حيث تم توزيع 975 استبيان ذاتي بطريقة عشوائية بين موظفي شركة أدنوك و مجموعة شركاتها. بلغ عدد الاستبيانات المعادة و الصالحة للاستعمال في الدراسة 488 استبيان. و بالاعتماد على دراسة و تحليل البيانات التي تم جمعها عن طريق الاستبيان؛ فإن الدراسة أثبتت وجود علاقة طردية و مهمة و لكن ضعيفة بين الرضا الوظيفي و مشاركة المعرفة و عواملهم المختلفة. بينت الدراسة أيضا أن طبيعة الوظيفة و أسلوب الإشراف علي الموظفين (و هما من عوامل الرضا الوظيفي) لهما التأثير الأكبر على سلوك الموظفين حيال مشاركة المعرفة في نطاق عملهم.

أكدت الدراسة أنه بجانب السعي لإنشاء نظم لأدارة المعرفة ؛ فإنه يتعين على المؤسسات السعي لزيادة الرضا الوظيفي لدى موظفيها و تقليل العوامل التي قد تسبب عدم الرضا الوظيفي لديهم. كما أشارت الدراسة إلى أن طبيعة العمل و أسلوب الإشراف هما عاملان يتأثران بأسلوب إدارة المؤسسة أو الشركة، و لذلك فإن لإدارات الشركات و المؤسسات الدور الأكبر في تحفيز و تشجيع الموظفين للمساهمة في مشاركة المعرفة في نطاق العمل.

Chapter 1:

Introduction

Chapter 1: Introduction

Adopting an effective knowledge management process presents a challenge to all organizations. Maintaining organization knowledge within the organization boundaries and making it available across the organization is a serious concern to organizations' managements in their effort to enhance performance of their organizations and to enhance effectiveness of their resources. The human factor is a critical success factor in the knowledge management system. The knowledge management system in any organization cannot succeed without the contribution and commitment of the employees within the organization. Thus, understanding knowledge management systems and the importance of the human role in its success is critical. Abu Dhabi national company (ADNOC) and its group of companies were selected to be the subject of this study. Abu Dhabi national oil company and its group of companies are considered one of the biggest economy drivers in Abu Dhabi and the whole UAE. Revenue of the oil produced through ADNOC group is considered as the major income source for UAE. Oil was commercially produced since the late sixties; most of the major oil fields in Abu Dhabi are more than 25 years old. Oil fields and reservoirs are moving toward the mature stage if their lives with all the associated complications. In one hand, certain experience and knowledge is required by the ADNOC group of companies to be able to face these challenges. And on the other hand, new technologies are being introduced continuously to maintain a certain production rates. The new technologies require the oil companies to have a high level of knowledge of the production process and

facilities, in order, to be able to select the new technologies, evaluate them and finally implement them to the best of the company interest.

Knowledge management process, and knowledge sharing in particular, is affected by the commitment, dedication and behavior of organization's employees (human beings). The knowledge sharing was defined by some scholars as a social act (Luthens, 2005). The way employees feel about their work, their satisfaction with their works, is thought to have an impact on their behaviors. This study aims to investigate the nature of relationship between employees' job satisfaction and they knowledge sharing behavior. The study shall examine different factors of job satisfaction and knowledge sharing and the possible relationships between them.

1.1 Aims and Objectives of the Study

1.1.1 Aims of the Study

This study aims to investigate the nature of the relationship between employees' job satisfaction and employees' knowledge sharing behavior. The study aims to address the issue through literature review and randomly distributed questionnaires. The study shall analyze the impact of job satisfaction on knowledge sharing behaviors. The subject of the study are the employees of ADNOC (Abu Dhabi National Oil Company) group of companies. The result of the analysis shall be presented and a comprehensive conclusion would be presented. In addition, the report shall provide recommendations and techniques to enhance employees' knowledge sharing practices and behaviors.

1.1.2 Objectives of the Study:

This study examines the relationship between employees' Job satisfaction and their contribution to knowledge sharing within their work environment. Its purpose is to define the extent to which knowledge sharing behavior is bonded to employees' job satisfaction within work environment.

The study objectives of this study are summaries as follow:

- Investigate the nature of the relationship between employees Job satisfaction and their knowledge sharing behaviors.
- Define the extent to which the knowledge sharing behavior is related to employees' Job satisfaction.
- Indentify the main factors if job satisfaction influencing knowledge sharing behaviors.
- Provide practical suggestions for enhancing knowledge sharing practices.

1.2 The Problem

The last economical recession had notable effects on the economical state of companies worldwide. The economical recession was preceded with an increase in the oil prices. The high oil prices encouraged oil companies to expand and explore area and activities which were not economical or attractive before. Such expansions created a high demand for professionals of the oil industry. Therefore a broad movement of professionals between the oil companies was noted globally. The more experience a professional is, the better chances he would have to get a higher paid job in another company. As experienced professionals or employees leave a company, the company loses his knowledge and experience related to the company history and activities. The importance of knowledge to organization and companies cannot be argued. All companies' and organizations' activities are related to certain knowledge and experience. ADNOC oil companies had to face the risk of losing knowledge that are critical to its operations with the departure of some of its experience employees. Several knowledge management systems were introduced within the different companies in ADNOC. Knowledge managements systems play a central role in managing knowledge within organizations, yet a key factor to the success of any knowledge management systems or programs is the human involvements and contributions.

Job satisfaction was identified as to have a great influence on employees' behaviors. Several studies have highlighted the influence of Job Satisfaction on Job performance, retention, and commitment. The changes in the economical conditions, before and after economical recession, were believed to have an effect of employees' job satisfaction level. And between the expected changes in employees' job satisfaction and the importance of knowledge sharing, raised the importance of

investigation the nature of the relationship between employees' job satisfaction and their knowledge sharing behaviors. This paper shall examine the Job satisfaction influence on knowledge sharing behaviors of employees within the oil sector in Abu Dhabi.

1.3 Need for the Research

The study aims to investigate the relationship between employees' job satisfaction and their knowledge sharing behavior. Despite its importance and possible implications on knowledge managements systems, the area of study was not addressed or investigated thoroughly in the literature. The relationship employees' job satisfaction and their knowledge sharing behaviors, within the oil sector in Abu Dhabi, was not addressed in the literature. The oil sector in Abu Dhabi is considered as one of the main contributors to UAE economy. The performance of the oil companies is of high importance. Understanding how employees job satisfaction would affect employees' willingness to sharing their knowledge and experience, shall have a big impact on the design of knowledge management systems and human resource policies and issues related to employees job satisfaction. This paper shall attempt to address this issue within the ADNOC group of companies.

Chapter 2:

The Literature Review

Chapter 2: The Literature Review

Knowledge is a vital and important resource, which provides organizations with a sustainable competitive advantage in our highly competitive economy (Noe and Wang, 2010). Successful distribution of the organizational knowledge resources would ensure that the required knowledge, at specific time, would be available to right people to take the right decision, and therefore enhance the quality of the decisions taken by an organization (Holsapple, 2001). According to Cardoso and etc (2008), the links between Knowledge managements and Human related issues are not well understood in the literature. Avital and Hansen (2005), quoting von Krogh (2003), have noted that although knowledge sharing is considered as to have a central role in knowledge management, knowledge sharing behaviors were not sufficiently addressed in research in the area. The organizational critical knowledge, held by its employees, is only available to the organization as long as the employees are willing to release it and share it with the organization (Riege, 2005).

As a continuous process, people join an organization, work for the organization, and then at some point, leave the organization. Employees usually join the company with previous education and experience, and leave the company with more knowledge and experience that is related to the company work, activities and culture. The more time an employee spend in an organization, the more this loss can be noticed. When old employees leave the workplace; valuable experience related to the organization, technical knowledge, and networks of professional contacts leave with them (Koc-menard, 2009). According to Lahaie (2005), the knowledge loss or knowledge gap is most felt with the exit of knowledgeable, skilled and experienced workers.

Organizations tried to address the issue of maintaining critical knowledge within their boundaries through the implementation of Knowledge management systems and practices. A key factor to the success of knowledge management system is the human factor. IT systems can support and enhance knowledge management, but they cannot achieve knowledge management without the involvement and support of people.

This paper aims to investigate the effect of one of the human Characteristics, namely Job satisfaction, on employees' knowledge sharing behavior. Very few literatures exist on the nature of the relationship between employees Job satisfaction and their knowledge sharing behaviors. The effect of Job satisfaction on knowledge sharing within the employees of the oil companies in Abu Dhabi was not addressed in the literature.

2.1 Knowledge management

The subject of knowledge was addressed heavily in the literature. Knowledge was defined differently by different researchers in the area. Knowledge has been identified as the most important and strategic resource for organizations to achieve competitive advantage and best performance (Ismail and Yusof, 2009). Alvesson and Karreman (2001) argued that knowledge is difficult to manage because it is made of complex, unspecific phenomenon that is related meaning and understanding process. Boyd and etc, stated that knowledge can be seen as the set of tools and skills that are used by people or employees to solve problems. According to Laszlo and Laszlo (2002), knowledge is an organization resource that is embedded in people or process or routine within the organization and integrated in rules, procedures, tools and even stories. Bender and Fish (2000) defined knowledge as information understood by the individual and used where it is needed. They also define knowledge as the mental state stored in an individual memory of facts, data, ideas, techniques and concepts. Boyd and etc also added that knowledge consist of theoretical views as well as practical daily rules and guidelines.

A lot of researchers have used the terms information and knowledge to define the same thing. Some other researchers differentiated between information and knowledge. Riege (2005), in his article "Three-dozen knowledge-sharing barriers managers must consider" had quoted Einstein statement that knowledge is experience and everything else is information. Riege, (2005) has defined Information as a flow of messages and defined knowledge as something that is created and organized from the messages, and shaped by the commitments and beliefs of the individuals. Riege's

definition was in line with Bender and fish (2000) definition when he stated that Knowledge is created in the head of an individual based on information that is tailored, enhanced and deepened by personal values, beliefs. Therefore, different knowledge would be formed by different individuals receiving the same information based on their past experience, thoughts, values and believes. (Bender and Fish, 2000).

Examining the above literature's definitions, it is clear that the subject of knowledge was heavily addressed by researchers. Definitions, although describing one thing, represented different levels of thought and insights and elements. The term “knowledge” in this paper, borrowed from Jain, Ling and Sandhu (2009), is defined as the boundaries encompassing entities (such as standard operation procedures, behaviors, organizational routine, and operational thoughts) and their past working experience, in addition to their individual’s insights which is relevant to their current job.

2.1.1 Types of knowledge

Knowledge resides in many different places such as: databases, reports, people's head, filing cabinets (Boyd and etc, Ali, Pascoe and Warne (2002), Ismail and Yusof (2009), Lee and etc. (2007)). Bender and Fish, in their "The transfer of knowledge and the retention of expertise" Article, argue that data, information, knowledge and expertise can be organized in to a hierarchy (figure 1 below). They stated that knowledge and expertise is developed from data to information, then to knowledge and finally to expertise.

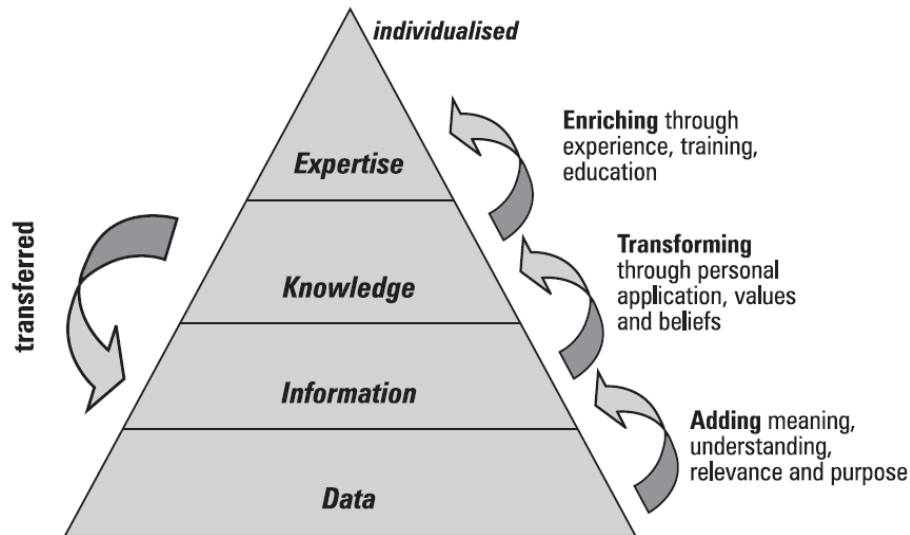


Figure 1: Knowledge Hierarchy (source: Bender and Fish, 2000)

Knowledge is created and applied or used in the mind of knowers (Goh and yahya, 2002). The basis form of information or knowledge is presented by data which can be thought of as the building blocks of knowledge. The data are put together to create information. Based on the individual values, believes, past experience and knowledge, the new knowledge is created from the new information. When the knowledge in certain fields is enriched by training, education and experience, a deep

knowledge of that specific field is created. Expertise is the term used to describe the deep knowledge in a certain field (Bender and fish, 2000). In other words, Expertise can be expressed as a deep understanding and knowledge in a certain field that is far above average.

knowledge was classified into two types. (Goh (2002) citing Havens and Knapp (1998), Davenport & Prusak (2000), Milton (2005), Nonaka (1994); Takeuchi & Nonaka (2001), Cardoso and etc (2008)). Knowledge is divided to explicit knowledge and tacit knowledge based on expressiveness and visibility (Sang and etc, 2007). Tacit knowledge is used to describe knowledge that is subjective, personal, hard communicate to others or formalize ((Goh, 2002) and (Riege, (2005))). Tacit (implicit) knowledge is usually complex knowledge that exists in the individuals mental models (Goh, 2002). “Embrained knowledge” and “Procedural knowledge” are terms sometimes used for Tacit knowledge (Yang (2008). Tacit knowledge tends to be deeply embedded in commitment, action, and involvement in a specific context (Riege, (2005). It is difficult to see and express knowledge (Lee and etc, 2007).

On the other hand, explicit knowledge is a term that is used to define knowledge that is visible and expressible (Lee and etc, 2007). Explicit knowledge can easily codified, articulated, and captured or recorded in databases, manuals, documents, and reports (Goh, 2002). Explicit knowledge is the type of knowledge that can be simply expressed in numbers or words and can be transferred between individuals systematically and formally (Takeuchi (2001) ,Jain, Ling and Sandhu (2009), Riege (2005)). This type of knowledge is less valuable and can be quickly and easily disseminated to a large number of people. And although the classification of

knowledge is important when designing a knowledge management system or knowledge transfer process, it is worth mentioning that the total separation is not possible and knowledge will have difference aspects of tacit and explicit knowledge.

2.1.2 Importance of knowledge

Knowledge is a potential source of competitive advantage for organization because it is unique, hard to imitate nature (Herting and etc (2008) and Nanda (1996)). Companies and organizations activities work around processes and services which are managed and maintained by their staff. Having certain knowledge and experience, the staffs are considered as the moving power of the organizations. Each employee represents certain importance to his company, based on his contribution and the tasks he is handling. With the changes happening in societies, economy and lifestyles, people attitude are noticed to be changing. According to Ali, Pascoe and Warne (2002), organizational knowledge can literally "walks out the door", as employees are not likely to stay in one organization throughout their careers. The knowledge can move to competing organizations or sometimes remain with the employee for some time as he retires. Any task handled by an employee would be affected when he leaves, unless the knowledge and experience required to carry out that task is available within the organization, for any task being it small or major.

The importance of the knowledge and experience is obviously felt with the departure of old-timers or highly experienced people. Such people not only possess huge knowledge that is related to the company's activities, but they also carry the history of the company and critical information about how things are done, and how they can be done, a process that is not articulated or defined in the company manuals or routines.

2.1.3 Knowledge management

The development of knowledge management discipline corresponded to the development of the global knowledge based economy which shifted the organizational focus to knowledge rather than capital or production (Jasimuddin, 2008). Knowledge management processes cover knowledge related activities such as knowledge creation, capturing, sharing and applying knowledge at different levels of the organization (Kriksciuniene and Sarkiunaite, 2005). As the term itself implies, the knowledge management is concerns with how knowledge can be managed and made available to organizational decision makers (Avital and Hansen, 2005).

Knowledge management was defined differently by researcher according to their purposes and prospective (Noe and Wang, 2010). The definition of knowledge management as articulated by Schultze & Leidner (2002): “Knowledge management is the generation, representation, storage, transfer, transformation, application, embedding, and protecting of organizational knowledge (p213)”. A comprehensive approach to defining knowledge management that is useful here is Rowley’s (2000). He stressed on identifying, sharing, creating and storing of knowledge in pursuit of organizational learning:

"knowledge management is concerned with the exploitation and development of the knowledge assets of an organization with a view to furthering the organization’s objectives. The knowledge to be managed includes both explicit, documented knowledge, and tacit, subjective knowledge. Management entails all of those processes associated with the identification, sharing and creation of knowledge. This requires systems for the creation and maintenance of knowledge repositories, and to

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cultivate and facilitate the sharing of knowledge and organizational learning. "(p. 11)

2.1.4 Knowledge transfer

Companies to assure success and continuity of their operations, have to assure knowledge retention within its boundaries. Goh (2002) said that Knowledge transfer is a continuing problem in organizations. A way to achieve this is through transfer of knowledge between its employees. In this sense, Prusak (1996) states that knowledge and expertise is built up and exist in a person's mind and consequently both remain person-bound. According to Davenport and Prusak (1998), the process of knowledge transfer includes both the transmission of knowledge by the knowledge owner to the receiver and the absorption of the knowledge by the knowledge receiver. Therefore, the knowledge transfer is greatly affected by the relationship between the knowledge owner or the knowledge recipient (Albino and etc., 2004). The success of knowledge transfer would require the willingness of employees to work together and share their knowledge for their joint benefit (Goh, 2002). In addition, knowledge recipient lack of the correct qualities, such as motivation, knowledge retention capacity, experience and background, can result in inadequate knowledge transfer (Goh, 2002). Further qualities might include, having appropriate education, background and experience.

Soft mechanism and hard mechanism are two different mechanisms which are utilized for the transfer of knowledge. According to Jasimuddin (2008), The soft mechanism refers to the transfer tacit knowledge through face-to-face interaction. Davenport and Prusak (1998) suggested that social interaction between "smart" employees is where the transfer of tacit knowledge takes place.

The transfer of explicit knowledge through Information and communication technology (ICT) is what is referred to as hard knowledge transfer mechanism (Jasimuddin, 2008). And although, according to Albino and etc.(2004), the use of

information technology can enhance the efficiency and effectiveness of knowledge transfer through decreasing costs and increase speed, Bender and Fish (2000) argued that Information and communication technology shall not be seen as a knowledge transfer process rather than a tool.

2.1.5 Knowledge Sharing

Knowledge sharing is one of the activities of knowledge management. Understanding what makes up knowledge transfer might vary from organization to another based on the knowledge transfer approach adopted by the specific organization (Avital and Hansen, 2005). According to Bock and Kim (2002) and Jasimuddin (2008), knowledge sharing is the most important and critical part of knowledge management for organizations to be able to response to fast changes in the market, to achieve competitive advantage over its competitors. Knowledge sharing is a conscious act that makes the shared knowledge reusable by other people.(Ismail and Yusof, 2009). The ultimate goal of sharing employees' knowledge is to transfer the knowledge to organizational resources and assets (Dawson, 2001). Knowledge sharing is defined as a process where individuals exchange knowledge (tacit or explicit) and together create a new knowledge (Ismail and Yusof, 2009). Knowledge sharing is a human act that is essential in knowledge management systems and critical to organizations. Knowledge sharing takes place when a knowledgeable individual supports other individuals develop a new capabilities or experience. McDermott (1999) describes the process of "knowledge sharing as enabling sharers to guide sharers' thinking and/or using their insights to assist sharers to examine their own situations". Bartol and Srivastava (2002) defined knowledge sharing as the action in which employees release relevant information to other employees across the organization.

2.1.5.1 Importance and role of knowledge sharing

The importance of knowledge sharing within the knowledge management can hardly be emphasized more (Avital and Hansen,2005). Several definitions for knowledge sharing exist within the literature. Knowledge sharing can be simply explained as the method by which organization knowledge (critical and specific) are passed from individual to individual and from generation to generation to assure the availability of the organization's important information within the organization boundaries and in the correct place in the organization. Knowledge sharing composes of hard mechanism and soft mechanism. Knowledge transfer is about creating channels for the knowledge to be shared between individuals in the organization and guiding and encouraging that sharing behaviors. Building the channels for the knowledge transfer can be through providing the different databases for procedures, manuals and best practices (hard mechanism) and through establishments of coaching programs, mentoring programs, discipline forums, gathering and other social networks (soft mechanism).

Knowledge sharing within organization is a must for its survivals. Organizations' activities are dependent of people who will never last in their positions for different reasons. Knowledge sharing is the mean to maintain the organization process and to improve it. Knowledge sharing can be seen as the tool to change individual competitiveness, increase organization intellectual capital, reduce cost, change organizational competitiveness (Ismail and Yusof, 2009).

2.1.5.2 Factors effecting knowledge sharing

For knowledge management system to be successful, organizations should encourage their employees to share the knowledge they have (Avital and Hansen, 2005). Previous studies indicated that employees in general are reluctant to share knowledge (Ismail and Yusof, 2009). On the one hand, the workers are valued for their personal competencies, which they bring and share with the organization. And on the other hand they risk to be replaced, if the unique knowledge they have possessed becomes available to other workers (Kriksciuniene and Sarkiunaite, 2005). A lot of employees view holding knowledge as a job security tool. According to Jain, Ling, and Sandhu (2009), Employees fear to share knowledge with other co-workers as they are not clear on the objectives of knowledge sharing and the intention of their senior management. They have also added that status inequality and Knowledge power are potential barriers to Knowledge sharing". Riege (2005), have wrote on the barriers of knowledge transfer. Some of the main barriers identified by Riege (2005) were low awareness on the benefits of knowledge sharing, lack of trust in people, fear for job security, and lack of time to share knowledge.

2.3 Job Satisfaction

Employees were identified as the major contributors to overall organizational effectiveness (Guthrie ,2001). Inspiring individuals to share the knowledge that they have is crucial to organizational survival, and organizations have to create a healthy climate for knowledge transfer based on cooperation (Yang, 2007). Job satisfaction is an important measure of the worker's utility derived from the job (Skalli, and etc, 2008). Employees job satisfaction is believed to create loyalty to the organization and enhance the quality of the output obtained from the employees (Myers and Tietjen, 1998).

Job satisfaction was the subject of countless articles and researches by researches who wrote about the job satisfaction of professionals, each in his field. Researchers have used their knowledge of their fields, such as human resource management, psychology, medicine, to define measure and explain the importance of job satisfaction in their fields and disciplines (Murray, 1999). Job Satisfaction has been defined as "A positive emotional state resulting from the appraisal of one's job or job experiences" (locke, 1976). It was also defined as "a positive emotional state resulting from the pleasure a worker derives from the job" (Abou-Zaki and etc, 2003). Job satisfaction was also defined as, "all characteristics of the job itself and the work environment which employees find rewarding, fulfilling and satisfying" (Boles and etc, 2009). Overall job satisfaction was also practically defined by the question, "How likely are you to leave your job within the next 2 years?" (Buchbinder and etc. ,1997). According to Oshagbemi (2000), job satisfaction is an emotional response given by the worker to his job as a result of the interaction between what the worker believes that he gains from doing his job and his professional judgments for his job. Job satisfaction can be viewed as the result of employee's view or believe of how well

their job provides them with things which they view as important (Ayeni and etc., 2007). In the same line, Job satisfaction is often established by comparing how well the job outcome meet or exceed employee's expectations of the job (Luthens, 2005). In other words, Job satisfaction is an emotional reaction to the job , resulting from the comparison of perceived outcomes with the desired outcomes by the employee (Dogan, 2009)

2.3.1 Importance of Job satisfaction

Organization's critical knowledge is stored within its employees, and this information is available to the organization if the employees are willing to release it (Jain and etc, 2009). Job satisfaction is recognized to be the most important and most studied attributed within the field of organizational behavior. It is generally recognized in the organizational behavior field that job satisfaction is the most important and most studied attitude (Ayeni and etc.(2007), Mitchell and Lasan, (1987)). Job satisfaction is very important. Lack or absence of Job satisfaction usually reduce employees' organizational commitment and considered as an early sign of quitting a job (Jamal, 1997). Early researchers of human behaviors had viewed the relationship between job satisfaction and productivity simply as: higher morale would lead to improved productivity (Bono and etc., 2001). Some scholars have proposed that increasing employee satisfaction leads to greater employee and organizational performance and decrease tardiness and absenteeism (Raab and etc (2010), Lawler and Porter (1967)). Judge and Saari (2004), supported this proposed relation and indicated that job satisfaction is directly related to. Judge (1993), stated that the empirical work on job satisfaction has clearly indicated the important role of job satisfaction in predicting employees turnover. In her study, Judge talked about employees with positive and negative disposition and suggested that employees who are dissatisfied with their job likely to quit.

Since a job fills a significant part of employees' life, establishing a relationship between job satisfaction and life satisfaction is reasonable, therefore what employees experience within the job might be carried out to their own lives (Judge and Saari (2004) and Mc Neely(1988)). Job dissatisfaction might lead employees to provide

inferior services; and in the same time, might have an effect on their physical and mental status (Mc Neely,1988). And although it might vary based on employees' personality traits, the job satisfaction is suggested to have an influence on employees life at home (Ilies and Judge, 2004).

2.3.3 Elements of Job Satisfaction

Lawler and Porter (1968) classified factors that might influence employees' job satisfaction into external and internal satisfactory factors. According to them, internal satisfactory factors are related the work itself and the external satisfactory factors are not related to the job itself. Internal satisfactory factors might include the feeling of control, independence and self-esteem. Whereas, external satisfactory factors might include: salary and relationships with colleges and manager. Factors affecting job satisfaction can also be classified into work-related and employee-related factors (Glisson and Durick, 1988).

Luthans (2005) proposed that job satisfaction can be presented by several related factors. These, to Luthans, are: work itself, pay, promotion opportunities, supervisory style and relationship with co-workers. The work itself refers to the characteristics of the job and how much the job is providing the employee with interesting tasks and learning opportunities. The Pay factor refers to the amount of salary or benefits received by the employee in return of his work. Promotion opportunities factor refer to possibilities of advancement within the organization. Supervisory style factor refers to the manager ability to provide behavioral support and technical assistance to the employees. And finally, the co-workers factor refers to

the relationship between the employee and his colleges and their technical capabilities.

2.3.2 Factors affecting Job satisfactions

There are a lot of theories about what can motivate employees. Glisson and Durick (1988) argued that major factors affecting employees' job satisfaction are the characteristics of the employee himself and the characteristic of the organization. According to Slagter (2007), Maslow's theory (1954) was one of the first theory which addressed employees motivation. Maslow presented a hierarchy of five levels of human needs (figure 2 below). The summary of the theory was that if you wanted to motivate employees, you have to satisfy their needs.

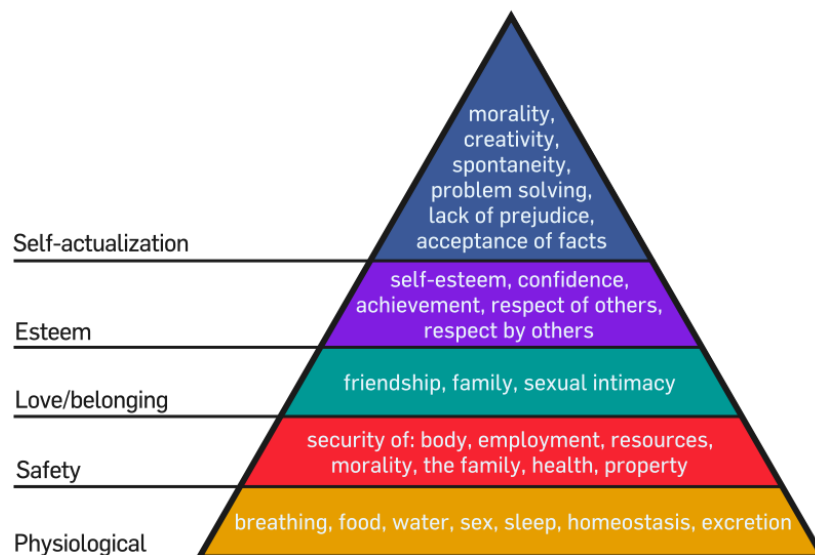


Figure 2: Maslow's hierarchy of human needs

Source: http://en.wikipedia.org/wiki/File:Maslow%27s_Hierarchy_of_Needs.svg

2.4 Relationship between Job Satisfaction and Knowledge sharing

The literature shows that job satisfaction was the subject of several studies. The relationship between Job Satisfaction and performance, turnover, and absenteeism were the main studied relationships. According to Murray (1999), Researchers have attempted to correlate job satisfaction with performance, turnover and absenteeism. The relationship between job satisfaction and knowledge sharing behavior were not heavily discussed in the literature. According to Oshagbemi (2000), the relationship between knowledge management and job satisfaction was not been clearly discussed in the management literature.

One of the recent researches on the subject was by Bektas, Koseoglu, and Soylu. The study has examined the relationship between knowledge management and Job satisfaction among employees of a five-star hotel in Turkey. The study has concluded that there was no significant relationship between Job satisfactions. To the best of the researcher knowledge, the subject of the relationship between Job satisfaction and knowledge sharing was not addressed within the oil sector in Abu Dhabi, UAE, or even in the Middle East.

Chapter 3:

The Study methodology

Chapter 3: The Study methodology

The aim of the study is to investigate the nature of relationship between Job Satisfaction and Knowledge Sharing. The area of the research was the oil companies working within the emirates of Abu Dhabi (ADNOC group of companies). The target populations of the study were the employees of the oil companies in Abu Dhabi.

This chapter shall describe the data sample characteristics, the study model and variables, the study hypotheses which are examined, data collection methods used, and conclude with research limitations.

The study shall examine the relationship between Job Satisfaction and Knowledge sharing and their factors. The questionnaire survey was conducted in early 2011. The data was collected through self-administrated questionnaires. The questionnaires were divided into three sections: general information of the respondent, Job Satisfaction, and Knowledge sharing.

The data processing was executed using the SPSS statistical data analysis software and Microsoft Excel. SPSS stands for Statistical Package for the Social Sciences, which is software that provides statistical analysis of data.

3.1 Sample of study

For the purpose of the study, data were collected from employees working within ADNOC group of oil companies located within the emirate of Abu Dhabi (ADCO, ZADCO, ADMA, GASCO, Takreer and Bourouge) in 2011.

The study questionnaires were randomly distributed to full time employees with ADNOC oil companies. The questionnaire was prepared with a cover sheet stating the purpose of the study, asking for the assistance of the person who is filling the questionnaire to be as open, fair and honest as possible and finally assuring that no individual will be identified from their response and that no confidential information is requested in the questionnaire. The questionnaire was prepared in both Arabic and English to maximize the response to the questionnaire and to minimize the possibilities of people misunderstanding the questions in the questionnaire. The questionnaire was translated from English and the translation was reviewed and revised by legal translator to assure the accuracy of the translation. Respondents were asked to indicate the level of their agreement with a certain statements. The scales ranged from strongly agree, agree, undecided, disagree, and strongly disagree.

The number of distributed surveys was 975, never the less, 488 surveys were returned and were valid for the analysis. The response rate after deducting the unusable questionnaires was 50%.

The total sample size was 488 employees from different companies with ADNOC Group of Companies. Male employees represented 78.3% (382 respondents) and female employees represented 21.7 (106 respondents). Majority of the respondents were married (74.8%), unmarried employees represented 21.7% (106 respondents). The sample included 267 respondents from UAE (54.7 %), and 221 respondents (45.3) from other nationalities. 40.5 % (198 survey) of the 488 surveys

where answered in English, and 59.5% (290 surveys) were answered in Arabic.

Tables and figures below provide more details of the study respondents. Table A below, shows the description of the sample study.

Job Satisfaction and Knowledge Sharing in Oil and Gas Industry

	Gender	Marital Status	Education	Age	Experience in Org.	Experience in Job	Job level	Nationality
Male	382							
Female	106							
Married		365						
Unmarried		123						
High School			26					
College Degree			90					
Graduate Degree			251					
Higher Diploma			52					
Master or above			69					
Less than 25 years				29				
Between 25-35 years				274				
Between 36-46 years				120				
Between 37-47 years				54				
58 years or above				11				
One year or less					109			
2-7 years					212			
8-13 years					105			
14-19 years					34			
20 years or above					28			
One year or less						127		
2-7 years						220		
8-13 years						74		
14-19 years						26		
20 years or above						41		
First level							69	
Middle level							323	
Lower level							96	
UAE national								267
Non UAE national								221

Job Satisfaction and Knowledge Sharing in Oil and Gas Industry

The details of the survey respondents are presented below:

Table 1 shows the gender status of the 488 respondents. Majority of the respondents were married (74.8%), unmarried employees represented 21.7% (106 respondents).

Table 1: Gender Status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	382	78.3	78.3	78.3
	Female	106	21.7	21.7	100.0
	Total	488	100.0	100.0	

Figure 1: Gender Status of the respondents

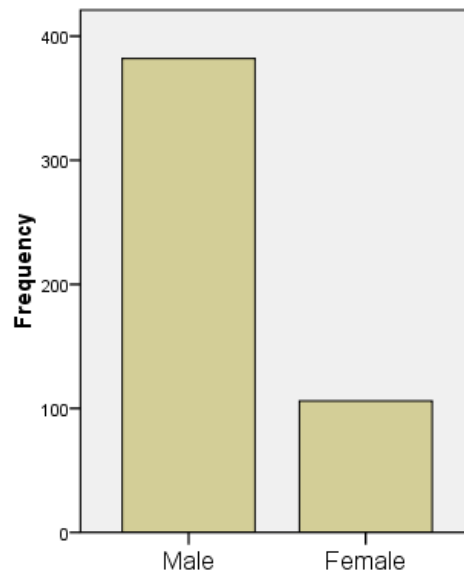


Table 2 shows the marital status of the 488 respondents. 365 respondents were married (74.8%) and 123 respondents were unmarried (25.2%).

Table 2: The marital status of the respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	365	74.8	74.8	74.8
	Unmarried	123	25.2	25.2	100.0
	Total	488	100.0	100.0	

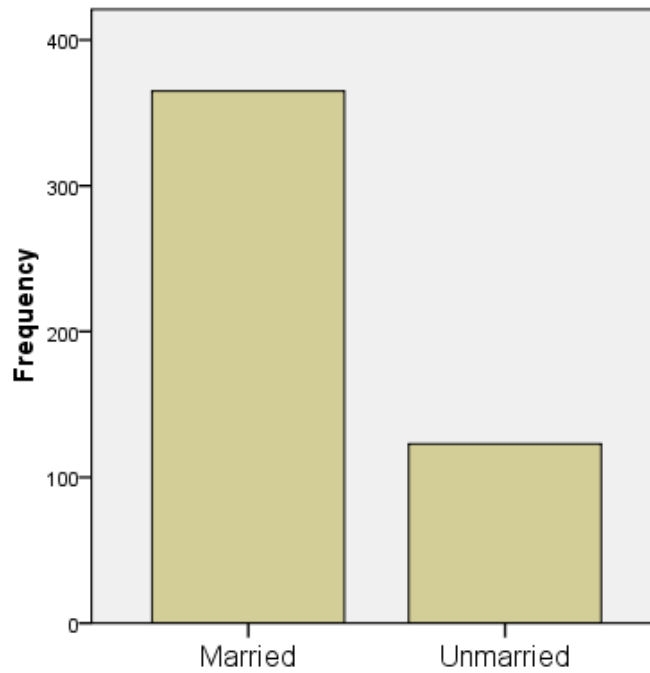
Figure 2: The marital status of the respondents.

Table 3 shows the education status of the 488 respondents. 26 respondents (5.3%) have graduated from high school, 90 respondents (18.4) have college degree, 251 respondents (51.4%) have graduated from Universities, 52 respondents (10.7%) have higher diploma and the remaining 69 respondents (14.1%) have master degree or higher. The distribution of the respondents' education level status showed a normal distribution with the majority of the respondent being university graduates.

Table 3: The education status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High School	26	5.3	5.3	5.3
	College degree	90	18.4	18.4	23.8
	Graduate degree	251	51.4	51.4	75.2
	Higher Diploma	52	10.7	10.7	85.9
	Master or above	69	14.1	14.1	100.0
Total		488	100.0	100.0	

Figure 3: The education status of the respondents

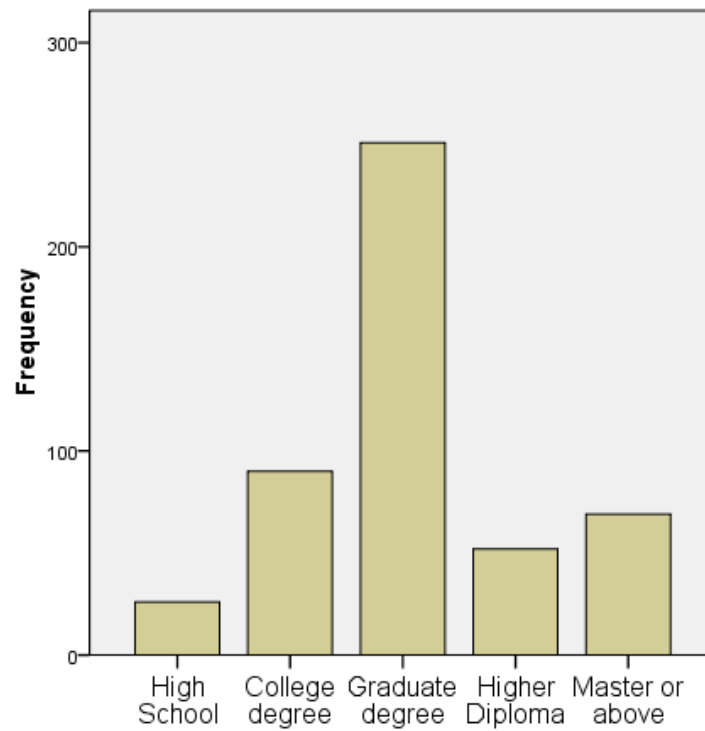


Table 4 shows the age status of the 488 respondents. The distribution of the respondents' age status showed that the majority of the respondents are between 25 and 35 years old representing 56.1% followed by the group of participants between 36 and 46 years old which is representing 24.6% of the total respondents.

Table 4: the age status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	29	5.9	5.9	5.9
	25-35 years	274	56.1	56.1	62.1
	36-46 years	120	24.6	24.6	86.7
	47-57 years	54	11.1	11.1	97.7
	58 years or above	11	2.3	2.3	100.0
	Total	488	100.0	100.0	

Figure 4: the age status of the respondents

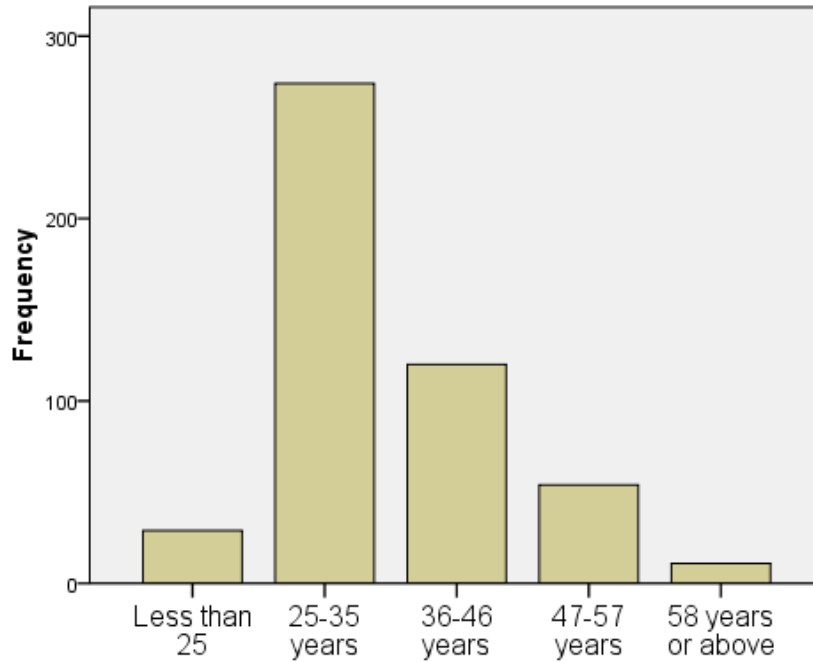


Table 5 shows the distribution of the respondents' experience in their current organizations. The majority of the respondents have between 2-7 years of experience in their current organization representing 43.3% of the total sample. 22.3% of the sample spent less than one year in their organizations. Respondents with more than 20 year of experience represented only 5.7% of the total respondents.

Table 5: Respondents' experience in their current organizations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	One year or less	109	22.3	22.3	22.3
	2-7 years	212	43.4	43.4	65.8
	8-13 years	105	21.5	21.5	87.3
	14-19 years	34	7.0	7.0	94.3
	20 years or above	28	5.7	5.7	100.0
	Total	488	100.0	100.0	

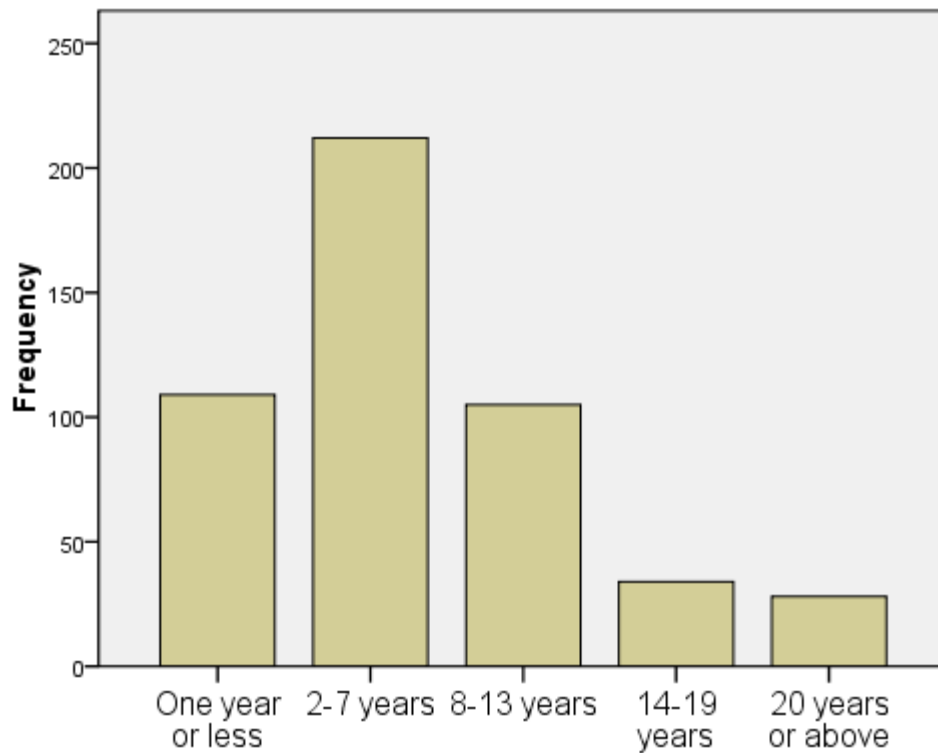
Figure 5: Respondents' experience in their current organizations

Table 6 shows the distribution of the respondents experience or number of years spent in their current positions. Majority of the respondents (45.1%) spent between 2 to 7 years in their current positions. 26% of the respondents stayed less than one year in their current positions. 8.4% of the respondents spent 20 years or more in their current positions.

Table 6: Respondents experience in their current positions.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	One year or less	127	26.0	26.0	26.0
	2-7 years	220	45.1	45.1	71.1
	8-13 years	74	15.2	15.2	86.3
	14-19 years	26	5.3	5.3	91.6
	20 years or above	41	8.4	8.4	100.0
	Total	488	100.0	100.0	

Figure 6: Respondents experience in their current positions.

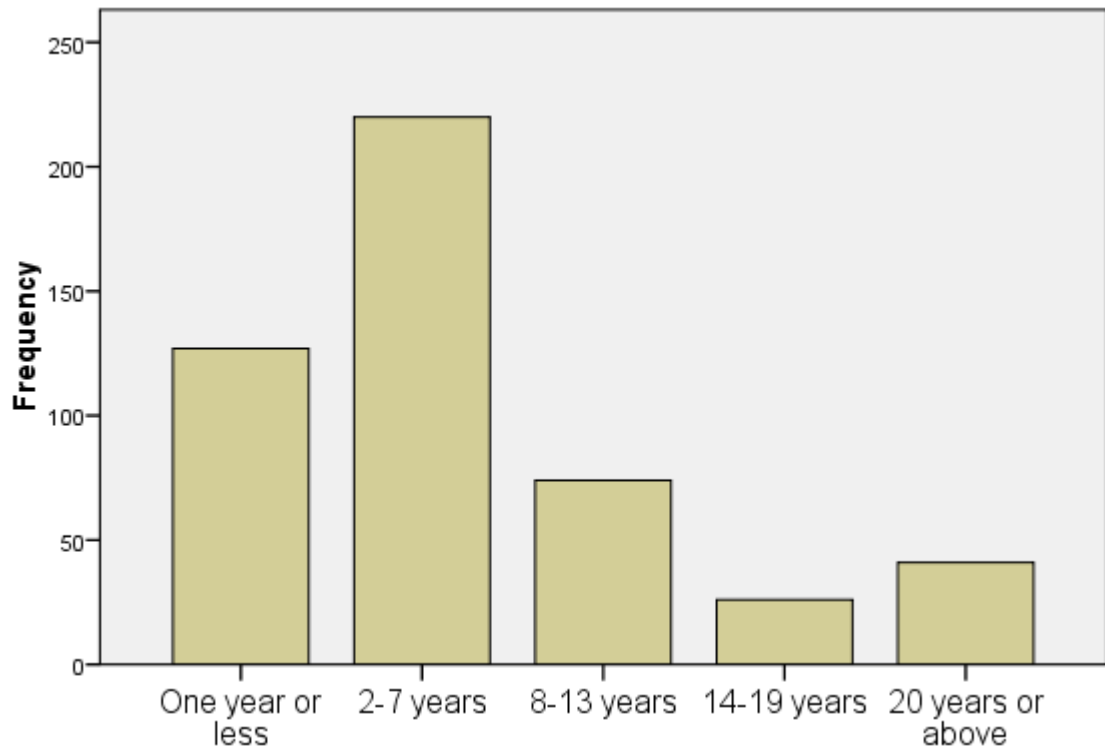


Table 7 shows the distribution of the Job or career Status of the 488 respondents. The distribution of the respondents Job Status showed normal distribution with the majority of the respondents in the middle management presenting 66.2 % of the total respondents.

Table 7: The Job or career Status of the respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	First level	69	14.1	14.1	14.1
	Middle level	323	66.2	66.2	80.3
	Lower level	96	19.7	19.7	100.0
	Total	488	100.0	100.0	

Figure 7: The Job or career Status of the respondents.

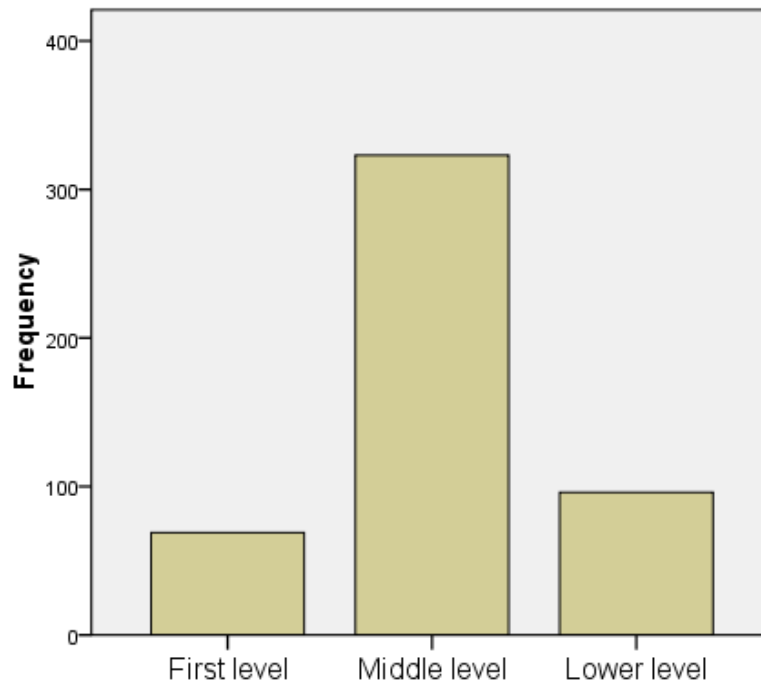
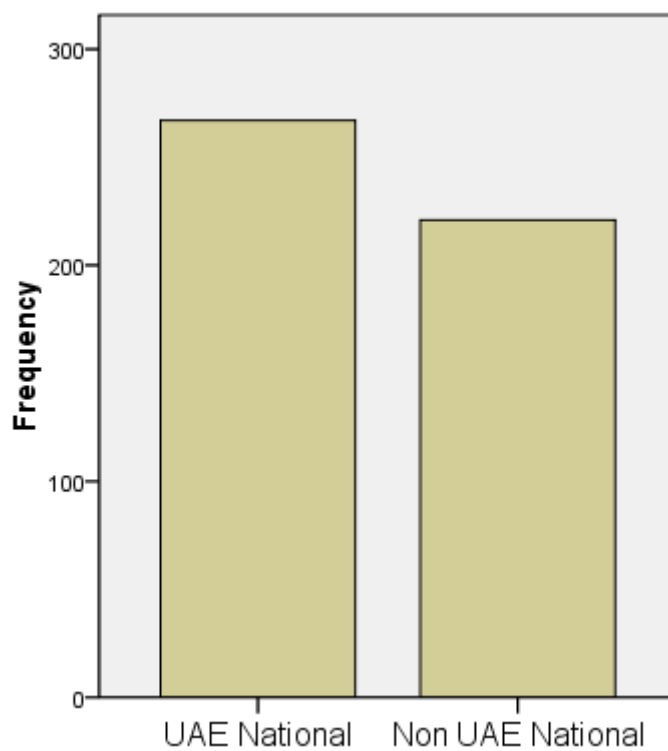


Table 8 shows the nationality of the respondents. 54.7% of the respondents were UAE national, whereas 45.3% were of different nationalities.

Table 8: The nationality of the respondents.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UAE National	267	54.7	54.7	54.7
	Non UAE National	221	45.3	45.3	100.0
	Total	488	100.0	100.0	

Table 8: The nationality of the respondents.

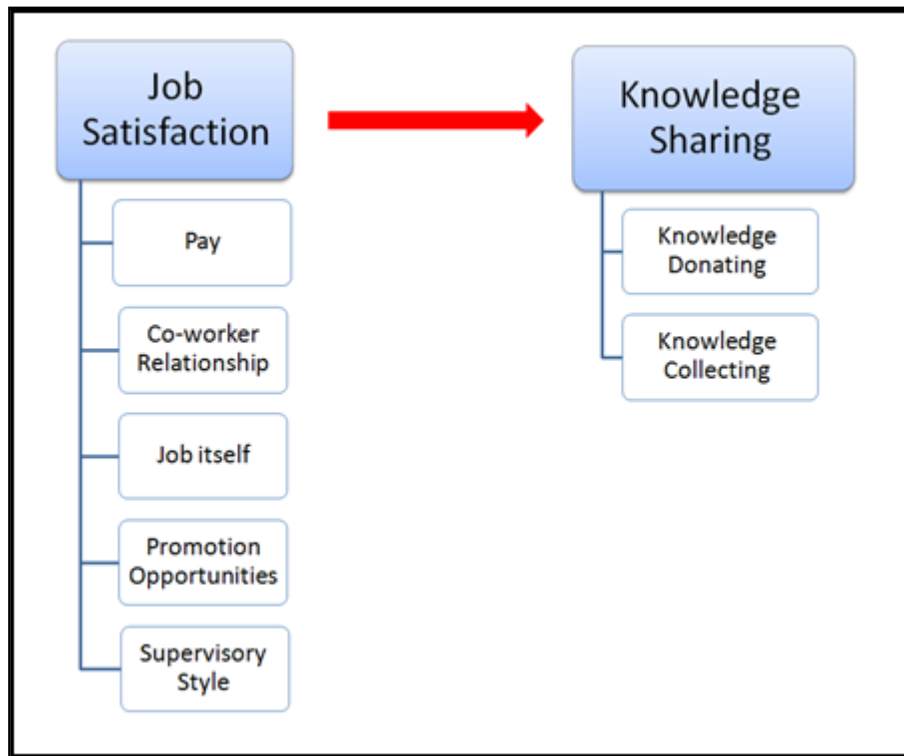


3.2 The study model and variables

The study has two main variables; Job Satisfaction and Knowledge Sharing. Each of the variables has several factors. Job satisfaction is a variable and its factors are: pay, co-worker relationship, the job itself, Promotions opportunities, and supervisory style. Knowledge sharing is a variable and its factors are: Knowledge collecting and knowledge donating.

While studying the relationship between the Job Satisfaction and Knowledge Sharing, the study assumes the followings:

1. There is a correlation between Employees' Job Satisfaction and their Knowledge sharing.
2. The Job Satisfaction, as a variable, has an impact on knowledge sharing as a dependant variable.
3. The factors of Job Satisfaction have an impact on Knowledge sharing factors as dependent factors.



3.3 Study Measurements

For the purpose of the study, the data were collected through 42 items questionnaire. The questionnaire was made of three sections. The first section collected the general information about the respondents, the second and third sections collected the required information to evaluate the variables of interest in the study. The Job satisfaction questions were adopted from the work of Suliman (2007), and the knowledge sharing questions were adopted from the work of Hooff and Ridder (2004). The second section contained the 21 items of the Job satisfaction variable and the third section contained the 13 items of Knowledge sharing variable. The questionnaire used a scale of five points or steps ranging from 1 to 5. The number 1 stands for strongly agree and 5 stands for strongly disagree. The reliability test was run for the global variables and their different factors. Tables below show the reliability test of the items of each variable.

• Reliability test for Knowledge sharing variable and factors.

The Knowledge Sharing variable is made of two factors: Knowledge donating and knowledge collecting. The Cronbach's Alpha value for Knowledge donating is 0.71 (higher than 0.6) which is adequate and does not require further improvements.

Reliability Statistics - Knowledge donating

Cronbach's Alpha	N of Items
.71	7

The table below shows the Mean, Standard deviation and the Cronbach's Alpha value for Knowledge donating factor when a specific item is deleted.

Job Satisfaction and Knowledge Sharing in Oil and Gas Industry

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Knowledge Donating 1 element	1.9	0.65	0.67
Knowledge Donating 2 element	2.4	0.82	0.70
Knowledge Donating 3 element	2.5	0.86	0.71
Knowledge Donating 4 element	1.8	0.72	0.66
Knowledge Donating 5 element	2.4	0.91	0.68
Knowledge Donating 6 element	2.3	0.85	0.65
Knowledge Donating 7 element	1.9	0.79	0.64

The Cronbach's Alpha for Knowledge collecting is 0.65 which is higher than 0.6 and is adequate and does not required further improvements.

Reliability Statistics - Knowledge collecting factor

Cronbach's Alpha	N of Items
.65	6

The table below shows the Mean, Standard deviation and the Cronbach's Alpha value for knowledge collecting factor when a specific item is deleted.

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Knowledge Collecting 1 element	2.1	0.82	0.66
Knowledge Collecting 2 element	1.98	0.68	0.54
Knowledge Collecting 3 element	2.04	0.76	0.54
Knowledge Collecting 4 element	2.16	0.92	0.61
Knowledge Collecting 5 element	2.31	0.86	0.64
Knowledge Collecting 6 element	2.23	0.83	0.63

The Overall Cronbach's alpha for the knowledge sharing is 0.78, which is adequate and does not require further improvements.

Reliability Statistics - Knowledge Sharing factor

Cronbach's Alpha	N of Items
.78	13

• **Reliability test for Job Satisfaction and its factors.**

The Job satisfaction variable is made of five factors: Pay, Coworkers relations, Job itself, promotion opportunities, and supervisory style (adopted from Luthens (2005) and Suliman (2007)). The reliability of each factor is tested separately and then the overall reliability of the job satisfaction is tested. The Cronbach's Alpha for the pay factors is 0.57 which lower than 0.6. The tables below shows the mean, standard deviations and Cronbach's alpha value for the pay factor when certain item is deleted. The overall Cronbach's alpha of the pay factor was not adequate and required some improvement.

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Pay 1 element	2.5	1.1	0.47
Pay 2 element	2.7	1.0	0.47
Pay 3 element	2.7	1.0	0.38
Pay 4 element	2.4	0.97	0.62
Pay 5 element	3.6	1.0	0.57

As per the table above, deleting the fourth item of the pay factor would increase the Cronbach's Alpha value to 0.62. Therefore the fourth item was deleted and the reliability test was run again for the pay factor. Tables below show the results of the second run.

Reliability Statistics – pay factor

Cronbach's Alpha	N of Items
.62	4

Job Satisfaction and Knowledge Sharing in Oil and Gas Industry

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Pay 1 element	2.5	1.0	0.58
Pay 2 element	2.7	1.0	0.54
Pay 3 element	2.7	1.1	0.41
Pay 5 element	3.6	1.0	0.64

The Overall Cronbach's alpha for the pay factor after deleting the fourth items is 0.62, which is adequate and does not necessitate further improvements. The Cronbach's alpha for the promotion factor is 0.71, which is adequate and does not require further improvements.

Reliability Statistics - Promotion factor

Cronbach's Alpha	N of Items
.71	4

The table below shows the Mean, Standard deviation and the Cronbach's Alpha value for the promotions factor when a specific item is deleted.

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Promotion Opportunities 1 element	3.3	1.2	0.72
Promotion Opportunities 2 element	2.9	1.1	0.60
Promotion Opportunities 3 element	3.2	1.0	0.68
Promotion Opportunities 4 element	2.9	1.0	0.57

The Cronbach's alpha for the Supervisory style factor is 0.83, which is adequate and does not require further improvements.

Reliability Statistics - Supervisory style factor

Cronbach's Alpha	N of Items
.83	4

Job Satisfaction and Knowledge Sharing in Oil and Gas Industry

The table below shows the Mean, Standard deviation and the Cronbach's Alpha value for the Supervisory style factor when a specific item is deleted.

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Supervisory Style 1 element	2.2	0.99	0.81
Supervisory Style 2 element	2.3	1	0.76
Supervisory Style 3 element	2.4	1.1	0.79
Supervisory Style 4 element	2.2	0.99	0.77

The Cronbach's alpha for the Coworkers relationship factor after is 0.55, which is below 0.6. The tables below shows the mean, standard deviations and Cronbach's alpha value for the Coworkers relationship factor when certain item is deleted. The overall Cronbach's alpha of the Coworkers relationship factor was not adequate and required further improvements.

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Co-workers relations 1 element	1.8	.7	.43
Co-workers relations 2 element	2.9	1.0	.54
Co-workers relations 3 element	1.9	.68	.44
Co-workers relations 4 element	2.4	1.0	.52

As per the table above, deleting any single item would not improve the overall reliability of the factor. Therefore, the second items was deleted and followed by the fourth item. The tables below showed the results after the run.

Reliability Statistics - Coworkers relationship factor

Cronbach's Alpha	N of Items
.70	2

Job Satisfaction and Knowledge Sharing in Oil and Gas Industry

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Co-workers relations 1 element	1.8	.7	.
Co-workers relations 3 element	1.9	.68	.

The Overall Cronbach's alpha for the Coworkers relationship factor after deleting the second and fourth items is 0.70, which is adequate and does not necessitate further improvements. Two items is the minimum number of items required to run the reliability test for the coworker relationship as a variable.

The Cronbach's alpha for the job itself factor is 0.81, which is adequate and does not require further improvements.

Reliability Statistics - job itself factor

Cronbach's Alpha	N of Items
.81	4

The table below shows the Mean, Standard deviation and the Cronbach's Alpha value for the Job itself factor when a specific item is deleted.

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
The Job itself 1 element	2.1	1.0	.84
The Job itself 2 element	2.0	.9	.71
The Job itself 3 element	1.9	.81	.73
The Job itself 4 element	2.1	.95	.73

Job Satisfaction and Knowledge Sharing in Oil and Gas Industry

The Overall Cronbach's alpha for the Job Satisfaction variable is 0.82, which is adequate.

Reliability Statistics – Job Satisfaction variable

Cronbach's Alpha	N of Items
.82	18

The table below shows the Mean, Standard deviation and the Cronbach's Alpha value for the Job Satisfaction when a specific item is deleted.

	Mean	Std. Deviation	Cronbach's Alpha if Item Deleted
Pay 1 element	2.5	1.1	.81
Pay 2 element	2.7	1.1	.82
Pay 3 element	2.7	1.1	.81
Pay 5 element	3.6	1.0	.82
Promotion Opportunities 1 element	3.3	1.2	.82
Promotion Opportunities 2 element	2.9	1.1	.80
Promotion Opportunities 3 element	3.2	1.0	.81
Promotion Opportunities 4 element	2.9	1.0	.81
Supervisory Style 1 element	2.2	.98	.81
Supervisory Style 2 element	2.3	1.0	.80
Supervisory Style 3 element	2.4	1.1	.80
Supervisory Style 4 element	2.2	.98	.80
Co-workers relations 1 element	1.8	.7	.82
Co-workers relations 3 element	1.9	.68	.82
The Job itself 1 element	2.1	1.0	.81
The Job itself 2 element	2.0	.9	.81
The Job itself 3 element	1.9	.81	.81
The Job itself 4 element	2.1	.95	.81

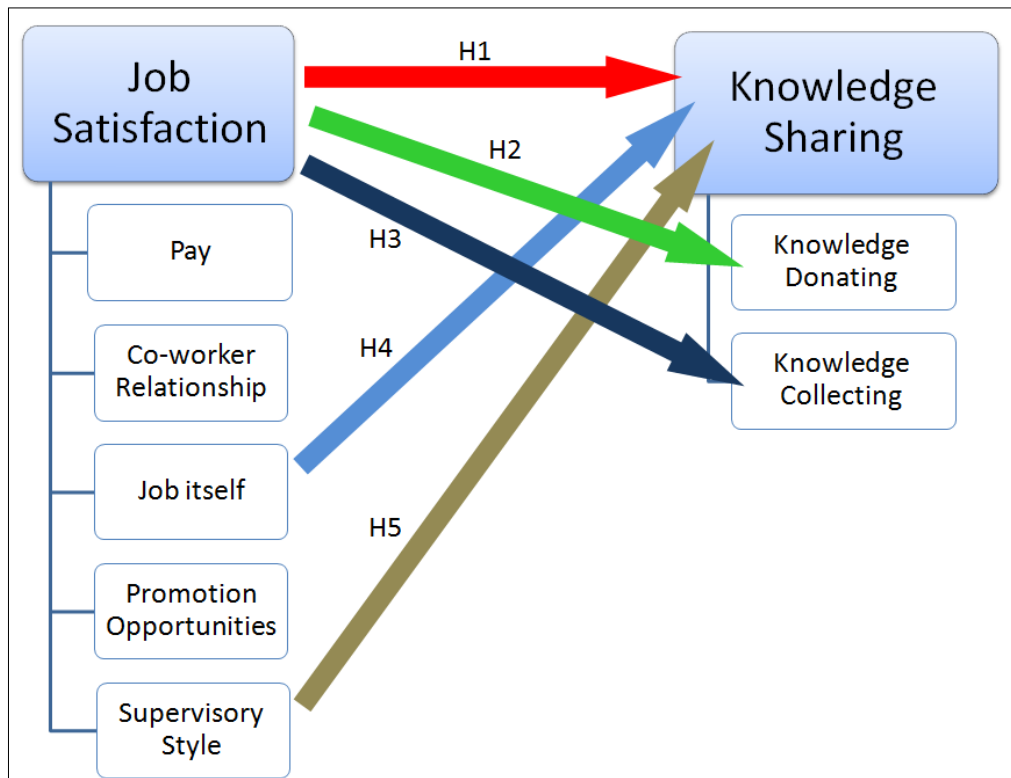
3.4 Study hypotheses

The main purpose of the study is to investigate the nature of the relationship between Job Satisfaction and Knowledge Sharing. The relationship between some of Job Satisfaction and Knowledge Sharing factors were also studied hereby. Several hypotheses were developed to investigate these relationships. Job Satisfaction and Knowledge Sharing are the main variables.

The following is a list of the hypotheses considered in the study.

- H1: The Relationship between Job Satisfaction and knowledge Sharing [Global variable to Global variable].
 - ❖ H1a: There is a relationship of statistical evidence between Job Satisfaction and knowledge Sharing.
 - ❖ H1b: There is no relationship of statistical evidence between Job Satisfaction and knowledge Sharing.
- H2: The Relationship between Job Satisfaction and knowledge Donating [Global variable to factor].
 - ❖ H2a: There is a relationship of statistical evidence between Job Satisfaction and knowledge Donating.
 - ❖ H2b: There is no relationship of statistical evidence between Job Satisfaction and knowledge Donating.
- H3: The Relationship between Job Satisfaction and knowledge Collecting [Global variable to factor].
 - ❖ H3a: There is a relationship of statistical evidence between Job Satisfaction and knowledge Collecting.

- ❖ H3b: There is no relationship of statistical evidence between Job Satisfaction and knowledge Collecting.
- H4: The Relationship between Job itself and knowledge Sharing [Factor to global variable].
 - ❖ H4a: There is a relationship of statistical evidence between Job itself and knowledge Sharing.
 - ❖ H4b: There is no relationship of statistical evidence between Job itself and knowledge Sharing.
- H5: The Relationship between Supervisory style and knowledge Sharing [Factor to global variable].
 - ❖ H5a: There is a relationship of statistical evidence between Supervisory style and knowledge Sharing.
 - ❖ H5b: There is no relationship of statistical evidence between Supervisory style and knowledge Sharing.



3.5 Data Collection methods

The research site was ADNOC group of companies. Employees of different levels participated in the study. The questions in the questionnaire used in the study were developed by Suliman(2007) and Hooff and Ridder (2004). To collect data, the questionnaire was printed and attached with a colorful coversheet. The questionnaires were sent to several "focal points" within the different ADNOC group of companies. The questionnaire was distributed and collected through the selected focal points. The questionnaire cover sheet described the objective of the questionnaire and asked for the respondent response and agreement to statements. All respondents were assured the followings:

1. Their identity would be protected.
2. There is no wrong answer.
3. The questionnaire would be used to collect data for the study purpose only.
4. There is no request for confidential information in the questionnaire.
5. The results of the analysis will be strictly used by the researcher for the study purposes only.

The questionnaire was in both Arabic and English. A copy of the questionnaire is attached in Appendix I. Out of the 975 questionnaires distributed, 554 were collected. Of the returned questionnaires, 66 questionnaires were unusable due to missing data or multiple answers to the same questions. These responses were discarded. The number of the usable surveys was 488, representing around 50% of the distributed surveys.

3.6 Research Limitation

This research examines the relationships between Job Satisfaction and Knowledge sharing with some limitations. Bias in self-reporting or political correctness might have had an influence on responses. Job Satisfaction and Knowledge Sharing are related to human behaviors. Some people might decide to report, when answering a question, what they should be doing rather than what they are actually doing. This might be true for this research and any other research that is based on people feedback. Another limitation to the research was the time of questionnaire distribution. The questionnaire was distributed in the first quarter of the year 2011, where majority of oil employees are on leave to clear their leave carryover from 2010. Any leave carryover from a year should be cleared within the first quarter of the next year or it would be confiscated. This fact might explain the low return ratio of the questionnaires. The research focused on employees within ADNOC group of oil companies. The results might not match the behavior of employees of other oil companies in UAE or in another country.

Chapter 4:

Data Analysis and Results

Chapter 4: Data Analysis and Results

This study investigates the relationship between job satisfaction and knowledge sharing. This chapter presents the data analysis and the findings of the study. Table 1 below shows the correlation results between the global variables and factors of Job Satisfaction and Knowledge Sharing.

Table 1

	Pearson Correlation	pay. factor	Promotion. factor	supervisory. factor	co.workers. factor	Job.itself. factor	Global. Job.Sat	Knowledge .donating. factor	Knowledge. collecting. factor	Global. Knowledge. Sharing
new.pay.factor		1								
	Sig. (2- tailed)									
Promotion.factor		.30**	1							
	Sig. (2- tailed)	0								
supervisory.factor		-.12**	-0.04	1						
	Sig. (2- tailed)	0.007	0.416							
new.co.workers.factor		.26**	.28**	-.31**	1					
	Sig. (2- tailed)	0	0	0						
Job.itself.factor		0.07	.09*	.15**	.14**	1				
	Sig. (2- tailed)	0.115	0.039	0.001	0.002					
Global.Job.Sat		-.19**	.44**	.44**	0.08	.55**	1			
	Sig. (2- tailed)	0	0	0	0.074	0				
Knowledge.donating.factor		0.02	0.01	.16**	0.04	.16**	.20**	1		
	Sig. (2- tailed)	0.683	0.836	0	0.444	0	0			
Knowledge.collecting.factor		-0.02	.13**	.16**	.18**	.27**	.28**	.34**	1	
	Sig. (2- tailed)	0.681	0.006	0	0	0	0	0		
Global.I.Knowledge.Sharing		-	0.09	.19**	.14**	.27**	.29**	.80**	.84**	1
	Sig. (2- tailed)	0.001	0.059	0	0.003	0	0	0	0	
		0.977								

** Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 1 presented the correlation results between Job Satisfaction and Knowledge Sharing. The correlation table showed several significant correlations. In general the Pearson correlation values are low. The correlations coefficients varied from 0.001 to 0.29.

H1 hypothesis is about the relationship between job satisfaction and knowledge sharing behavior. The correlation results, in table 1, indicated a significant correlation between job satisfaction and knowledge sharing. Although the relationship is weak, but it indicates that there is a relationship between job satisfaction and knowledge sharing. A regression test was run on the relationship between the global variable of job satisfaction and the global variable of knowledge sharing (results presented in table 2).

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Table 2 : The regression test results on the relationship between Job Satisfaction and Knowledge Sharing global variables.

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.289 ^a	.084	.082	3.71015	

a. Predictors: (Constant), Global.Job.Sat

ANOVA ^b					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	611.836	1	611.836	44.448	.000 ^a
Residual	6689.883	486	13.765		
Total	7301.719	487			

a. Predictors: (Constant), Global.Job.Sat
b. Dependent Variable: Global.Knowledge.Sharing

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20.884	1.967		10.619	.000
Global.Job.Sat	.226	.034	.289	6.667	.000

a. Dependent Variable: Global.Knowledge.Sharing

The test results indicated a significant relationship, where the adjusted R^2 value was 0.082 and the F value was 44.45 (with Sig= 000). The Above results indicate that Job satisfaction has a significant influence on the knowledge sharing behavior. As per correlation and regression tests results, the job satisfaction was able to explain 8.2% of the knowledge sharing behaviors. There is a relationship between Job satisfaction and knowledge sharing, and therefore, H1a was found to be valid and H1b was found to be invalid.

H2 hypothesis is about the relationship between Job itself and knowledge sharing behavior. The correlation results, in table 1, indicated a significant correlation between Job itself and knowledge sharing. Although the relationship is weak, but it indicates that there is a relationship between Job itself and knowledge sharing. A regression test was run on the relationship between the Job itself factor and the global variable of knowledge sharing (results presented in table 3).

Table 3 : The regression test results on the relationship between Job itself factor (a factor of Job Satisfaction) and Knowledge Sharing global variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.264 ^a	.070	.068	3.73896

a. Predictors: (Constant), Job.itself.factor

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	507.526	1	507.526	36.304	.000 ^a
	Residual	6794.193	486	13.980		
	Total	7301.719	487			

a. Predictors: (Constant), Job.itself.factor

b. Dependent Variable: Global.Knowledge.Sharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.049	.831		34.973	.000
	Job.itself.factor	.493	.082	.264	6.025	.000

a. Dependent Variable: Global.Knowledge.Sharing

The test results indicated a significant relationship, where the adjusted R^2 value was 0.068 and the F value was 36.3 (with sig= 000). The Above results indicate that Job itself has a significant influence on the knowledge sharing behavior. As per correlation and regression tests, the Job itself factor was able to explain 6.8 % of the knowledge sharing behaviors. There is a relationship between Job itself and knowledge sharing, and therefore, H2a was found to be valid and H2b was found to be invalid.

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H3 hypothesis is about the relationship between supervisory style and knowledge sharing behavior. The correlation results , in table 1, indicated a significant correlation between supervisory style and knowledge sharing. Although the relationship is weak, but it indicates that there is a relationship between job satisfaction and knowledge sharing. A regression test was run on the relationship between the supervisory style factor and the global variable of knowledge sharing (results presented in table 4).

Table 4 : The regression test results on the relationship between supervisory style factor (a factor of Job Satisfaction) and Knowledge sharing global variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.194 ^a	.038	.036	3.80226

a. Predictors: (Constant), supervisory.factor

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	275.516	1	275.516	19.057	.000 ^a
	Residual	7026.204	486	14.457		
	Total	7301.719	487			

a. Predictors: (Constant), supervisory.factor

b. Dependent Variable: Global.Knowledge.Sharing

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.184	1.332		21.166	.000
	supervisory.factor	.490	.112	.194	4.365	.000

a. Dependent Variable: Global.Knowledge.Sharing

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The test results indicated a significant relationship, where the adjusted R^2 value was 0.036 and the f value was 19.06 (with $\text{sig}=000$). The Above results indicate that supervisory style has a significant influence on the knowledge sharing behavior. As per correlation and regression tests, supervisory style factor was able to explain 3.6% of the knowledge sharing behaviors. There is a relationship between supervisory style and knowledge sharing, and therefore, H3a was found to be valid and H3b was found to be invalid.

H4 hypothesis is about the relationship between job satisfaction and knowledge donating behavior. The correlation results, in table 1, indicated a significant correlation between job satisfaction and knowledge donating behaviors. Although the relationship is weak, but it indicates that there is a relationship between job satisfaction and knowledge donating. A regression test was run on the relationship between the global variable of job satisfaction and the factor of knowledge donating (results presented in table 5).

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Table 5 : The regression test results on the relationship between Job Satisfaction and Knowledge donating factor (a factor of knowledge Sharing variable).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.196 ^a	.039	.037	2.19962

a. Predictors: (Constant), Global.Job.Sat

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.419	1	94.419	19.515	.000 ^a
	Residual	2351.417	486	4.838		
	Total	2445.836	487			

a. Predictors: (Constant), Global.Job.Sat

b. Dependent Variable: Knowledge.donating.factor

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.655	1.166		12.568	.000
	Global.Job.Sat	.089	.020	.196	4.418	.000

a. Dependent Variable: Knowledge.donating.factor

The test results indicated a significant relationship, where the adjusted R^2 value was 0.037 and the F value was 19.5 (with Sig= 000). The Above results indicate that Job satisfaction has a significant influence on the knowledge sharing behavior. As per correlation and regression tests results, the job satisfaction was able to explain 3.7% of the knowledge sharing behaviors. There is a relationship between Job satisfaction and knowledge sharing, and therefore, H4a was found to be valid and H4b was found to be invalid.

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H5 hypothesis is about the relationship between job satisfaction and knowledge collecting behavior. The correlation results, in table 1, indicated a significant correlation between job satisfaction and knowledge collecting behaviors. Although the relationship is weak, but it indicates that there is a relationship between job satisfaction and knowledge collecting. A regression test was run on the relationship between the global variable of job satisfaction and the factor of knowledge collecting (results presented in table 6).

Table 6 : The regression test results on the relationship between Job Satisfaction and Knowledge collecting factor (a factor of knowledge Sharing variable).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.273 ^a	.075	.073	2.39713

a. Predictors: (Constant), Global.Job.Sat

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.552	1	225.552	39.252	.000 ^a
	Residual	2792.659	486	5.746		
	Total	3018.211	487			

a. Predictors: (Constant), Global.Job.Sat

b. Dependent Variable: Knowledge.collecting.factor

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.230	1.271		4.902	.000
	Global.Job.Sat	.137	.022	.273	6.265	.000

a. Dependent Variable: Knowledge.collecting.factor

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The test results indicated a significant relationship, where the adjusted R^2 value was 0.073 and the F value was 39.25 (with Sig= 000). The Above results indicate that Job satisfaction has a significant influence on the knowledge collecting behavior. As per correlation and regression tests results, the job satisfaction was able to explain 7.3 % of the knowledge collecting behaviors. There is a relationship between Job satisfaction and knowledge sharing, and thus, H5a was found to be valid and H5b was found to be invalid.

Chapter 5:

Study Conclusion and Recommendations

Chapter 5: Study Conclusion and Recommendations

5.1 Conclusions

The subject of job satisfaction and its effect on employees' attitude and behavior have been the subject of several studies. Correlates of job satisfaction have a long research history (Mathieu and Farr, 1991). This study aims to investigate the effect of job satisfaction on employees' knowledge sharing behaviors within the oil sector in Abu Dhabi. The subject of job satisfaction and its relationship with the knowledge sharing was not addressed by researchers within the region and more specifically within UAE.

This study makes an attempt to investigate the nature of a relationship between Job satisfaction and knowledge sharing. The study focused on several hypotheses reflecting the relationship between job satisfaction and knowledge sharing and their factors. As illustrated throughout the methodology section and the data analysis section, the study was able to prove the existence of positive and significant, yet not very strong relationships between knowledge sharing and job satisfaction and their factors. The study proved the following hypotheses:

- There is a positive relationship of statistical evidence between Job satisfaction and knowledge sharing.
- There is a positive relationship of statistical evidence between Job itself and knowledge sharing.
- There is a positive relationship of statistical evidence between supervisory style and knowledge sharing.
- There is a positive relationship of statistical evidence between Job Satisfaction and knowledge Collecting.

- There is a positive relationship of statistical evidence between Job Satisfaction and knowledge Donating.

Although they have indicated the existence of a relationship, the correlation values obtained were low in general. The data analysis was able to provide a figure or a feeling of how much of the behavior was explained by job satisfaction. The results of the study have indicated an important and significant positive effect of the employees prospective, of issues related to their job satisfaction and knowledge sharing, would have the largest effect on the employees' willingness to contribute to knowledge sharing.

The data analysis puts in focus a few interesting observations regarding the job satisfaction and knowledge sharing. Job satisfaction has a positive influence on employees' knowledge sharing behavior. Job itself and the supervisory style were the factors of job satisfaction which came to have the largest influence on the knowledge sharing behavior of employees. Although, pay was expected to have a bigger impact on employees' behavior, the impact was minimal on the knowledge sharing behaviors within the ADNOC group of companies in Abu Dhabi.

It worth mentioning that the running surveys within the employees of the oil companies is not very common, and therefore people tend to be reluctant to freely express their feelings and opinions. In addition, providing support to others, knowledge sharing in our case, is considered as a high moral and socially honorable act within the gulf area and Arab region in general. Very few people are expected to say that they do not share information with others, people tend to give political, or socially accepted answers. In the case of the distributed questionnaires, it was

observed that at some certain questions, the answer was mainly " Undecided" or a " socially positive acceptable answer".

The results of the study came to be in line with the results of the study carried by Bektas, Koseoglu, and Soylu on job satisfaction and knowledge sharing within the hotel industry in turkey. In both studies, the relationship between job satisfaction and knowledge sharing was proved to be positive and of statistical evidence. In addition, in both studies, the job satisfaction was able to explain around 10 percent of the knowledge sharing behavior of the participants.

5.2 Recommendations

This study has proved the influence of job satisfaction on knowledge sharing behavior of employees of the ADNOC group of oil companies within Abu Dhabi. And as a consequence of the increase in oil demand internationally and the gas demand locally, companies of the oil sector in Abu Dhabi are forced to increase its operations and expand its organizations and in the same time maintain the knowledge resources. As a result, knowledge management and particularly knowledge sharing is critical to maintain certain standard and level of performance while expanding. Although some of the companies within the ADNOC groups is less than 10 years old, the oil fields and critical facilities within the group have a range age of 25 years, the matter which adds additional emphases on the importance to leveraging experience and knowledge between different parts of the organization. Taking into consideration the study findings, and conclusions, several recommendations can be presented regarding the job satisfaction and knowledge sharing. Recommendations can be summarized as follow:

- 1- Knowledge sharing and job satisfaction are very important and should be addressed by managers. Many researchers now agree that knowledge management is a process which requires employees' commitment and dedication to maintain, create and diffuse the organization knowledge within the organization (Gupta, 2008). The commitment of managers and top management specially, is essential to support job satisfaction and knowledge sharing efforts and initiatives. Employees would generally give extra attention to what they think is important and valued by their managers. Directly or indirectly, managers will take part in supporting Knowledge sharing and job satisfaction within their organizations.

- 2- Knowledge transfer is a social activity taking place within the organization. (Lucas and Ogilvie, 2006). Knowledge sharing is influenced by the employees' beliefs or perceptions of different matters around them. The success of knowledge sharing in business is strongly related to behavioral factors (Cheng and et al, 2004). Employees' Job satisfaction is subject to employees' beliefs, perceptions and expectations. Managers within the organization have to take the responsibility of observing how their employees evaluate their jobs and to find ways which might improve their job satisfaction levels (Suliman, 2007). And while doing that, managers shall keep in mind that how employees see or perceive their jobs, organization supervisory style, co-workers, promotion chances within the organization and pay, is expected to influence their job outcomes (Suliman, 2007).

- 3- Managers shall eliminate or minimize any sources or causes of dissatisfaction for their employees. The job satisfaction has proven to have an effect on

employees' job performance, commitments, and loyalty to their companies. The more satisfied the employees, the more likely they are to be high performers (Suliman, 2007). Satisfaction creates confidence, loyalty and ultimately improved quality in the output of the employed (Myers and Tietjen, 1998). In the same time, the absence of satisfaction at work might have a negative effect on the employees overall physical and mental conditions. According to Judge and Saari (2004), taking continuous steps to tackle the employees low job satisfaction is not only important to organizations, but it is also important to prevent employees low job satisfaction from spilling over to their personal lives.

- 4- The job itself is the term used to "describe the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements" (Hayat et al, 2010). Couger (1988) , while investigating the motivating factor for the system analysts and programmers, concluded that job itself was the main motivating factor (Chen,2008). Organization and managers can attempt to increase the employees' job satisfaction, related to job itself, through adopting techniques such as job enrichment and job enlargement, and where possible, job rotation. No specific method or technique can be used with all jobs; the design of the job enhancement should consider the work environment and job requirements.
- 5- Supervisory style (which refers to process of leadership, motivating factors, communication, process of decision making, and characteristics of the control process) is important for knowledge sharing process. It was found that democratic or participatory management style resulted in a good team spirit

and job satisfaction among staff (Newstrom and Davis, 1992) and therefore improves knowledge sharing activities. Managers can increase their employees' job satisfaction, related to supervisory style, by creating a participatory work environment in the organization. Furthermore, organization leaders could consider increasing staff's job satisfaction by establishing a two-way top-down and bottom-up flow communication in order to make the employees feel that their leader as close to the employees and they appreciate their work and concerns (Esfahani et al, 2008).

- 6- Oil companies in Abu Dhabi are multi-national companies. Although the official language of communication is English, people skills and level of knowledge of the language vary greatly. Managers are encouraged to assure the availability of the appropriate people within the knowledge transfer cycle. Having a sufficient level of English language should be considered for knowledge owner and knowledge receiver. Sometimes, this is difficult, and especially if the knowledge owners is old and believes that his language skills is adequate where it is not. Bearing in mind that knowledge itself is not bonded to certain language, assigning "knowledge receiver", with similar mother language skills will be very efficient to overcome this problem.
- 7- In addition, Cultural differences play a role in the effectiveness of knowledge sharing between employees. According to Slagter (2007), the cultural differences between nations would influence the implementation of knowledge managements systems. Establishing a multicultural work environment were awareness of the differences in cultures is promoted and therefore tolerance for differences is built, is important for the success of knowledge sharing.

- 8- Several studies have highlighted that employees job satisfaction and needs varies with age (Ayeni and etc., 2007). In order for managers to insure effective contribution to knowledge sharing from their employees, should consider these changes and differences while motivating their employees to participate in knowledge sharing activities. Managers should keep this differences and changes in mind in order to be able to utilize their employees as effective and efficient as possible. Keeping employees satisfied with their jobs over years is critical to organization success although it is not an easy (Suliman, 2007). As people grow older they find it essential to attain a certain balance between their work and their private life (Slagter,2007).
- 9- The implementation of encouragement methods is needed to achieve the desired level of knowledge sharing within organizations. Some employees are hesitant to share their knowledge, because often there are no visible rewards for sharing knowledge (Goh, 2002). Compensation and reward systems and performance appraisal systems can be used by managements to implement and enhance knowledge sharing within organizations (Goh and Yahya, 2002). The most effective method to promote Knowledge sharing would be to link it with rewards and performance appraisal (Jain et al, 2009). Therefore, Knowledge sharing activities can be added to the performance appraisal of employees to assure that the knowledge sharing is taken seriously by employees and, in the same time, to monitor the process of knowledge sharing by identifying employees contributing to knowledge management systems and employees who are not. The appraisal can also be accompanied with a reward system. The employees or knowledge owners who demonstrate an active behavior or

effectiveness in sharing the critical knowledge which they posse with other employees, can be recognized and rewarded. In addition, Monetary incentives can be used to start knowledge management systems and to give incentive to users from time to time (Jain et al, 2009). In the long run, Employees should be prepared by organizations and mangers to consider knowledge sharing as one of the basic requirements of daily business and culture. Knowledge sharing should not be only integrated into job descriptions, but it should be also integrated into the value system and cluture of organizations (Jain et al, 2009).

10- Employees' retirement is one of the ways where organization knowledge is lost. The implementation of some proactive measures can reduce the negative impact of employees' retirements. Planning and mentoring were highlighted by Fabian and et al (2007) as some of the measures to reduce the impact of experience staff leaving the organization. Some additional strategies were defined also by Lahaie (2005) as methods which can be utilized to minimize the loss of corporate knowledge. Lahaie (2005) suggested the use of pre-retirement planning, casual employment (additional contract period), networking, term/specified period employment, and succession planning.

11- As highlighted in the literature review section, some employees are not keen to share the knowledge they have because they are not sure of their management intention. Critical information is seen as a source of power and employees are normally are reluctant to share it (Goh, 2002). Therefore, developing a culture of trust is required for the success of knowledge sharing

and knowledge management systems. Building trust within the organization culture will increase the tendency of employees and teams to share important knowledge and information (Goh, 2002).

12- It is also worth mentioning that knowledge transfer is a process that takes time. Several methods can be used to speed it up, but availability of adequate time remains essential to its success. Involving in knowledge sharing might have an effect on other activities handled by employee, to promote knowledge sharing, adequate time shall be assigned for the activity. Allowing adequate time for employees to socialize and exchange information is essential.

13- The relationship between the knowledge giver or owner and the knowledge receiver is important and shall be given appropriate attention by organizations (Goh, 2002). Employees are more likely to share knowledge and exchange information with "reputable colleagues" (Lucas and Ogilvie, 2006) .The nature of the relationship between the knowledge recipient and knowledge owner can be a barrier to effective knowledge transfer (Goh, 2002). Therefore, managers shall consider this factor when designing a specific knowledge sharing system or assigning a "knowledge receiver" to "knowledge owner".

14- The study findings and conclusions suggest that further investigations of the nature of the relationship between job satisfaction and knowledge sharing within different organizations within Abu Dhabi, UAE, and the Arab region would be needed; before generalizing conclusions about the nature of the relationship between job satisfaction and knowledge sharing. Government sectors, oil sectors in the other emirates, construction sector or the other

industries within the region might be subject of future researches. Researchers may also investigate the possibility of other variables affecting both employees' job satisfaction and their knowledge sharing behavior such as work climate or organization culture.

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Appendix I

QUESTIONNAIRE	استبيان
<p>Dear Sir/ Madam,</p> <p>This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer.</p> <p>The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.</p> <p>The researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes only.</p> <p>The questionnaire comprises of three parts:</p> <p>General information</p> <p>Job satisfaction</p> <p>Knowledge Sharing</p> <p>Thank you</p> <p>Researcher</p> <p>Ameen Al-Hosani</p> <p>Important Notice : Please do not write your name on the questionnaire.</p>	<p>سيدي / سيدتي</p> <p>يعطيك هذا الاستبيان الفرصة لعرض وجهة نظرك حول مجموعة من المواضيع التي تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة صحيحة أو خاطئة.</p> <p>سيتم استخدام هذا الاستبيان لجمع البيانات الأولية تمهيدا لعمل دراسة بحثية حول العلاقة بين الرضا الوظيفي و مشاركة المعلومات و المعرفة ، وبناء عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وصدق وأمانة قدر المستطاع.</p> <p>يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن تكون هناك أية إجابات يتضمنها الاستبيان تستوجب السرية. سيتم استخدام نتائج التحليل من قبل الباحثين لأغراض الدراسة فقط.</p> <p>يتكون الاستبيان من ثلاثة أقسام:</p> <p>معلومات عامة</p> <p>الرضا الوظيفي</p> <p>مشاركة المعلومات و المعرفة</p> <p>مع الشكر</p> <p>الباحث</p> <p>أمين الحوسني</p> <p><u>ملاحظة هامة : الرجاء عدم كتابة الاسم على الاستبيان</u></p>

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PART ONE: GENERAL INFORMATION <i>Please tick one box for each question:</i>	الجزء الأول : معلومات عامة الرجاء وضع علامة لكل سؤال:
Sex	أ – الجنس:
Male () ()	(1) ذكر
Female () ()	(2) أنثى
Marital Status:	ب- الحالة الاجتماعية
Married () ()	(1) متزوج/متزوجة
Unmarried () ()	(2) غير متزوج/غير متزوجة
Education:	ج- المرحلة التعليمية:
Less than high school () ()	(1) أقل من الشهادة الثانوية
High school () ()	(2) الشهادة الثانوية
College degree () ()	(3) خريج/خريجة كلية
Graduate degree () ()	(4) جامعي
High Diploma () ()	(5) الدبلوم العالي
Masters or above () ()	(6) الماجستير أو أعلى
Age:	د- العمر
Less than 25 () ()	(1) أقل من 25 عاماً
25 - 35 () ()	(2) 35 - 25
36 - 46 () ()	(3) 46 - 36
47 - 57 () ()	(4) 57 - 47
58 or above () ()	(5) 58 وأكثر

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No. of years worked in current organization: <div style="text-align: right; margin-right: 20px;">One year or less</div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 2 - 7 () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 8 - 13 () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 14 - 19 () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 20 years or above () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> () () </div>	هـ - عدد السنوات التي قضيتها في الشركة الحالية <div style="text-align: right; margin-right: 20px;">(1) سنة أو أقل</div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 7 - 2 (2) </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 13 - 8 (3) </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 19 - 14 (4) </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 20 سنة أو أكثر (5) </div>
No. of years worked in the position or job: <div style="text-align: right; margin-right: 20px;">One year or less</div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 2 - 7 () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 8 - 13 () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 14 - 19 () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 20 years or above () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> () () </div>	و - عدد سنوات الخدمة في نفس الوظيفة أو العمل: <div style="text-align: right; margin-right: 20px;">(1) سنة أو أقل</div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 7 - 2 (2) </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 13- 8 (3) </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 19 - 14 (4) </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> 20 سنة أو أكثر (5) </div>
Job Status: <div style="display: flex; justify-content: space-between; margin-top: 10px;"> First level () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> Middle level () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> Lower level () () </div>	ز - المستوى الوظيفي: <div style="text-align: right; margin-right: 20px;">(1) ادارة عليا.</div> <div style="text-align: right; margin-right: 20px;">(2) ادارة وسطى.</div> <div style="text-align: right; margin-right: 20px;">(3) ادارة دنيا.</div>
Nationality: <div style="display: flex; justify-content: space-between; margin-top: 10px;"> UAE National () () </div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"> Non UAE National () () </div>	ح - الجنسية <div style="text-align: right; margin-right: 20px;">(1)مواطني دولة الإمارات العربية المتحدة</div> <div style="text-align: right; margin-right: 20px;">(2) غير مواطني دولة الإمارات العربية المتحدة</div>

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PART TWO: JOB SATISFACTION						الجزء الثاني : الرضا الوظيفي					
Please tick one box for each item:						الرجاء وضع علامة لكل سؤال :					
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
I feel I am being paid a fair amount for the work I do											1. أشعر أنني أتقاضى أجراً عادلاً لما أقوم به من عمل
I am not satisfied with the benefits I receive.											2. لست راضياً/راضية عن المنافع التي أتقاضاها
I am un-appreciated by the organization when I think about what they pay me											3. عندما أفكر فيما أتقاضاه أشعر بأن المؤسسة التي أعمل بها لا تقدر مجهودي
I feel satisfied with my chances for salary increases											4. أشعر بالرضا عن احتمالات زيادة راتبي
There are few rewards for those who work here											5. هناك عدد قليل من المكافآت لمن يعمل هنا
There is really too little chance for promotion on my job											6. فرص الترقية في وظيفتي ضئيلة جداً
Those who do well on the job stand a fair chance of being promoted											7. من يؤدي عمله بصورة جيدة يحظى بفرصة عادلة للتقدم
People get ahead as fast here as they do in other places											8. يتقدم الموظفون هنا بنفس السرعة كما في الشركات الأخرى

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I am satisfied with my chances for promotion											9. أنا راضٍ/راضية عن فرصتي للترقية
My supervisor is quite competent in doing his/her job											10. مشرفي في العمل على درجة من الكفاءة في عمله/عملها
My supervisor is unfair to me											11. مشرفي في العمل غير عادل معي
My supervisor shows too little interest in the feelings of subordinates											12. لا يهتم مشرفي في العمل بمشاعر مرؤوسيه
I like my supervisor											13. أحب مشرفي في العمل

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PART TWO: JOB SATISFACTION (contd.)						الجزء الثاني : الرضا الوظيفي (تابع)					
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
I like the people I work with											14. أحب زملائي في العمل
I find I have to work harder at my job than I should because of the incompetence of people I work with											15. أشعر أنه علي العمل بجهد أكبر نظرا لعدم كفاءة الأشخاص الذين أعمل معهم
I enjoy my co-workers											16. أستمتع بالعمل مع زملاء العمل.
There is too much bickering and fighting at work											17. هناك الكثير من العداوة والشجار في محيط العمل
I sometimes feel my job is meaningless											18. أشعر أحيانا بأن عملي لا معنى له
I like doing the things I do at work											19. أحب ما أقوم به من عمل
I feel a sense of pride in doing my job											20. أشعر بالفخر لما أقوم به من عمل

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My job is enjoyable										21. أشعر أن عملي ممتع
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PART THREE: KNOWLEDGE SHARING						الجزء الثالث : مشاركة المعلومات و المعرفة					
Please tick one box for each item:						الرجاء وضع علامة لكل سؤال :					
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
When I have learned something new, I tell my colleagues within my department about it											1- عندما أتعلّم شيئاً جديداً، فإنني أطلع زملائي في القسم عليه.
When they have learned something new, my colleagues in my department tell me about it											2- عندما يتعلّم زملائي في القسم شيئاً جديداً، فإنهم يشاركونني فيه أو يتشاركون المعرفة معي.
Knowledge sharing among colleagues is considered normal in my company											3- مشاركة المعلومات و الخبرة بين الزملاء في العمل تعتبر شيئاً اعتيادياً في الشركة التي أعمل فيها.
I don't share the information I have with colleagues within my department											4- أنا لا أشارك المعلومات التي لدي مع زملائي في القسم.
When I have learned something new, I tell my colleagues outside of my department about it											5- عندما أتعلّم شيئاً جديداً، فإنني أشارك به مع زملائي من خارج القسم.

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I share my skills with colleagues outside of my department											6- أشارك مهاراتي مع زملائي من خارج القسم.
I don't share my skills with colleagues within my department											7- أنا لا أشارك مهاراتي مع زملائي في القسم.
I share the information I have with colleagues outside of my department											8- أنا أشارك المعلومات التي لدي مع زملائي في القسم.
Colleagues within my department share knowledge with me when I ask them to											9- زملائي في القسم يشاركونني المعرفة و الخبرة عندما أطلب منهم ذلك.
Colleagues within my department share their skills with me when I ask them to											10- زملائي في القسم يشاركونني مهاراتهم عندما أطلب منهم ذلك.
Social software and communication tools which support information and knowledge collection are used in our company											11- تستخدم البرمجيات الاجتماعية وأدوات الاتصال التي تدعم جمع المعلومات والمعرفة في شركتنا.
Colleagues outside of my department don't share knowledge with me when I ask them to											12- زملائي من خارج القسم لا يشاركونني (أو يزودونني) بالمعلومات عندما أطلب منهم ذلك.

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Colleagues outside of my department share skills with me when I ask them to											13- زملائي من خارج القسم يشاركونني مهاراتهم عندما أطلب منهم ذلك.
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