

THE IMPACT OF KNOWLEDGE MANAGEMENT PRACTICES ON EMPLOYEES' JOB SATISFACTION: EVIDENCE FROM VIETCOMBANK – BINH TAY BRANCH, VIETNAM

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ABSTRACT

This study examines the relationship between knowledge management (KM) practices and employees' job satisfaction at Vietcombank - Binh Tay Branch. Data were collected from 200 employees to examine five KM practices: knowledge creation, accumulation, sharing, application, and acquisition. The results show that all scales are reliable, with Cronbach's α ranging from 0.817 to 0.902. EFA identifies five KM factors, which explain 69.957% of the total variance. The regression results show that all five KM practices have a positive and significant effect on job satisfaction ($R^2 = 0.537$; $F = 45.049$; $p < 0.001$). Knowledge creation has the strongest effect ($\beta = 0.325$). The results show that better KM practices can improve employees' job satisfaction and may also contribute to better service quality and organizational performance in the banking sector.

Keywords: Knowledge management practices, job satisfaction, Vietcombank, exploratory factor analysis, Regression analysis.

1. INTRODUCTION

In knowledge-intensive service industries such as banking, competitive advantage depends increasingly on how effectively organizations create, share, and apply knowledge. Banks operate under high regulatory pressure, rapid digital transformation, and intense competition for customers, which elevates the need for timely learning and coordinated action. Knowledge management (KM) provides a set of managerial practices and systems that help organizations capture both explicit and tacit knowledge, integrate it into routines, and use it to improve decision-making and service delivery [1]-[3]. Beyond performance outcomes, KM may also shape employee experiences at work. When employees perceive that knowledge is accessible, valued, and usable, they may feel more competent, supported, and engaged, which can enhance job satisfaction [4], [5].

Although prior studies have linked KM to organizational performance in various sectors [6]-[8], empirical evidence on how specific KM practice dimensions influence job satisfaction remains limited in the Vietnamese banking sector, and even more limited at the level of individual bank branches. Branch-level evidence is valuable because work design, managerial practices, and knowledge flows are often localized, especially in customer-facing services.

Accordingly, this study investigates the impact of five KM practice dimensions—knowledge creation (ST), knowledge accumulation (TL), knowledge sharing (CS), knowledge application (SD), and knowledge acquisition (TT)—on employees' job satisfaction in Vietcombank – Binh Tay Branch. The study contributes (i) a branch-level empirical test in an under-researched national context, (ii) a validated measurement structure for KM practice

dimensions using exploratory factor analysis, and (iii) managerial implications for improving employee attitudes through KM-oriented interventions.

2. THEORETICAL BACKGROUND AND HYPOTHESES

KM is commonly described as an organizational capability that integrates people, processes, and technology to support knowledge creation, storage, sharing, and use. The knowledge-based view suggests that knowledge is a strategic asset that can generate sustained advantages when embedded in routines and leveraged for problem-solving [1], [9]. In service organizations, effective KM can reduce uncertainty, accelerate learning, and improve collaboration—factors that influence employees' motivation and satisfaction.

2.1. Knowledge creation and job satisfaction

Knowledge creation refers to generating new ideas, solutions, and practices through interaction, reflection, and experimentation [2], [3]. When employees are encouraged to propose improvements and learn from experience, they may experience greater autonomy and meaning, which can raise satisfaction.

H1. Knowledge creation is positively associated with employees' job satisfaction.

2.2. Knowledge accumulation and job satisfaction

Knowledge accumulation (or storage) involves organizing, documenting, and retaining knowledge in repositories, guidelines, and standardized procedures. Clear documentation can reduce role ambiguity and help employees complete tasks efficiently, supporting positive work attitudes.

H2. Knowledge accumulation is positively associated with employees' job satisfaction.

2.3. Knowledge sharing and job satisfaction

Knowledge sharing concerns the exchange of information and know-how among employees and teams. Sharing routines—such as mentoring, communities of practice, and cross-functional meetings—can foster social support and collective efficacy [7], [1].

H3. Knowledge sharing is positively associated with employees' job satisfaction.

2.4. Knowledge application and job satisfaction

Knowledge application reflects the extent to which employees use available knowledge to solve problems, serve customers, and improve work processes. When knowledge is actionable and used in practice, employees may perceive higher competence and effectiveness, which relates positively to satisfaction [4].

H4. Knowledge application is positively associated with employees' job satisfaction.

2.5. Knowledge acquisition and job satisfaction

Knowledge acquisition includes learning from external sources and training activities that update employees' skills. Continuous learning opportunities can improve career prospects and perceived organizational support, thereby improving job satisfaction [5].

H5. Knowledge acquisition is positively associated with employees' job satisfaction.

The conceptual framework for this study is presented in Figure 1. Grounded in knowledge management (KM) theory, the model posits that employees' job satisfaction is influenced by five core KM practices: knowledge creation, knowledge accumulation, knowledge sharing, knowledge application, and knowledge acquisition. Together, these dimensions represent how a bank generates new ideas and improvements, captures and organizes know-how,

disseminates expertise among staff, applies knowledge to routine decisions and service processes, and continuously updates capabilities through learning and external inputs. In a highly competitive and regulated banking environment, such practices are expected to reduce uncertainty, strengthen coordination, and enhance employees' confidence in handling complex tasks, thereby improving job satisfaction. Accordingly, the framework specifies direct positive relationships between each KM practice and job satisfaction, which are tested through the study's hypotheses.

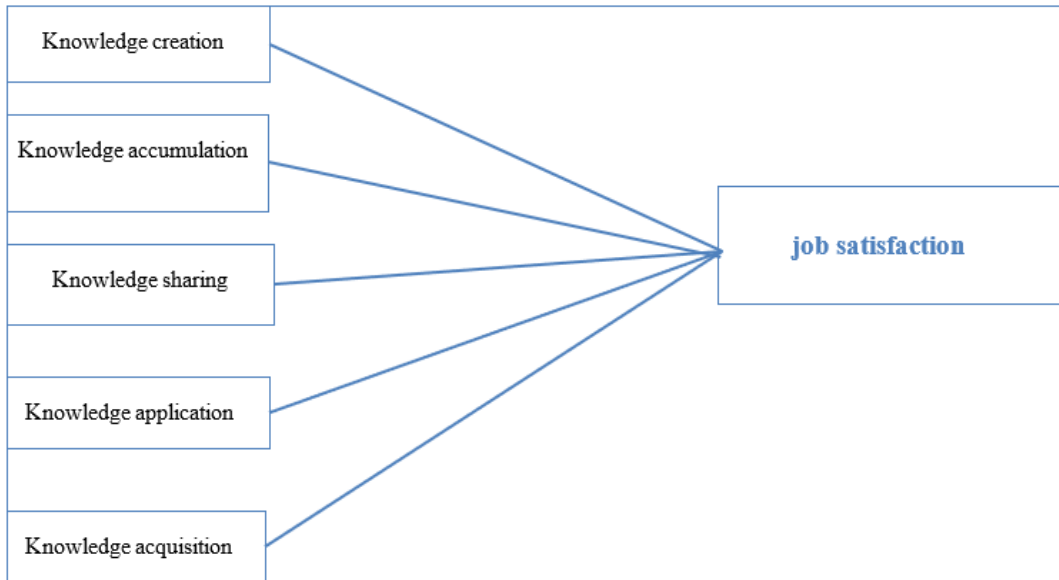


Figure 1. Conceptual framework linking knowledge management practices

(Source: Author's proposed framework)

3. METHODOLOGY

3.1. Research design and sample

A quantitative, cross-sectional survey design was used. Data were collected from employees of Vietcombank – Binh Tay Branch using convenience sampling. After data cleaning, 200 responses were retained for analysis (N = 200), which is adequate for exploratory factor analysis and multiple regression based on common sample size guidelines [10].

3.2. Measures

The questionnaire was designed to measure five KM practices, including knowledge creation, accumulation, sharing, application, and acquisition, as well as employees' job satisfaction. All items were measured using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Reliability and factor analyses were then conducted to assess and refine the measurement scales. The Cronbach's alpha values of the retained items are presented in Table 2.

3.3. Data analysis

Data analysis was conducted using SPSS. The procedure included: (i) reliability analysis using Cronbach's alpha; (ii) exploratory factor analysis (principal components with varimax rotation) to assess the factor structure of KM practice items; and (iii) multiple linear regression to test hypotheses H1–H5. Standard criteria were applied (KMO > 0.5; Bartlett's test $p < 0.05$; factor loadings > 0.5; VIF < 5) [11], [12].

3.4. Ethical considerations

Participation in the survey was voluntary, and participants were not required to provide any personal information. Before answering the questionnaire, they were informed about the purpose of the study and agreed to take part. The survey responses were kept confidential and were used only for the purposes of this research.

4. RESULTS

4.1. Reliability analysis

All constructs showed strong internal consistency after item refinement. Cronbach's alpha values ranged from 0.817 to 0.902 (Table 2), exceeding commonly used thresholds for exploratory research.

Table 1. Rotated component matrix for knowledge management practice items

Item	Knowledge sharing (CS)	Knowledge application (SD)	Knowledge creation (ST)	Knowledge acquisition (TT)	Knowledge accumulation (TL)
CS3	0.920				
CS1	0.910				
CS2	0.860				
CS4	0.807				
SD4		0.893			
SD3		0.813			
SD2		0.760			
SD1		0.743			
ST3			0.833		
ST2			0.800		
ST4			0.773		
ST1			0.749		
TT5				0.868	
TT4				0.775	
TT2				0.752	
TT3				0.720	
TL4					0.886
TL3					0.859
TL1					0.820

Note: Loadings below 0.50 are suppressed. The solution explains 69.957% of total variance across five components.

(Source: Author's analysis and synthesis of results from SPSS software)

Table 2. Reliability statistics (Cronbach's alpha)

Construct	Initial items	Retained items	Cronbach's α
1	Knowledge creation	4	4
2	Knowledge accumulation	4	3
3	Knowledge sharing	4	4

4	Knowledge application	4	4
5	Knowledge acquisition	6	4
6	Job satisfaction	5	5

(Source: Author's analysis and synthesis of results from SPSS software)

4.2. Convergent evidence (approximation from factor loadings)

To align the reporting more closely with measurement-model conventions used in SEM, composite reliability (CR) and average variance extracted (AVE) were approximated using the rotated factor loadings in Table 1 as standardized loadings. These values should be confirmed with confirmatory factor analysis (CFA) or PLS-SEM in future research.

Table 3. Approximate CR and AVE derived from rotated loadings

Construct	Items	Composite reliability (CR)*	Average variance extracted (AVE)*	Min loading	Max loading
Knowledge sharing (CS)	4	0.929	0.766	0.807	0.920
Knowledge application (SD)	4	0.879	0.647	0.743	0.893
Knowledge creation (ST)	4	0.868	0.623	0.749	0.833
Knowledge acquisition (TT)	4	0.861	0.609	0.72	0.868
Knowledge accumulation (TL)	3	0.891	0.732	0.82	0.886

*Approximation based on EFA loadings; recommended to recompute using CFA/SEM outputs.

(Source: Author's analysis and synthesis of results from SPSS software)

4.3. Regression results and hypothesis testing

The regression analysis shows that the model is statistically significant ($F = 45.049$; $p < 0.001$), with the KM practices explaining 53.7% of the variation in employees' job satisfaction ($R^2 = 0.537$; adjusted $R^2 = 0.525$). The VIF values range from 1.044 to 1.116, indicating that multicollinearity is not a concern in the model. More importantly, all five KM practices have positive and statistically significant effects on job satisfaction. Therefore, hypotheses H1-H5 are supported (Table 5).

Table 4. Model summary

Model	R	R ²	Adjusted R ²	Std. error of estimate	Durbin-Watson
1	0.733	0.537	0.525	0.38375	2.071

(Source: Author's analysis and synthesis of results from SPSS software)

Table 5. ANOVA

Source	Sum of squares	df	Mean square	F	Sig.
Regression	33.171	5	6.634	45.049	<0.001
Residual	28.569	194	0.147		
Total	61.740	199			

(Source: Author's analysis and synthesis of results from SPSS software)

Table 6. Regression coefficients and hypothesis testing

Predictor	B	Std. error	β	t	Sig.	Tolerance	VIF
(Constant)	-0.811	0.302		-2.684	0.008		
Knowledge creation (ST)	0.266	0.041	0.325	6.435	<0.001	0.935	1.070
Knowledge sharing (CS)	0.189	0.036	0.264	5.283	<0.001	0.958	1.044
Knowledge application (SD)	0.290	0.051	0.285	5.704	<0.001	0.958	1.044
Knowledge accumulation (TL)	0.208	0.036	0.290	5.727	<0.001	0.933	1.072
Knowledge acquisition (TT)	0.266	0.061	0.224	4.348	<0.001	0.896	1.116

(Source: Author's analysis and synthesis of results from SPSS software)

5. DISCUSSION

The results provide consistent evidence that knowledge management (KM) practices are positively related to employees' job satisfaction in the bank branch studied. The model's strong explanatory power ($R^2 = 0.537$) indicates that KM is not merely an abstract strategic asset; rather, it shapes employees' daily work conditions—how clearly, they understand tasks, how confidently they solve problems, and how supported they feel when dealing with customers and operational risks. This pattern reinforces the view that KM strengthens organizational functioning by aligning “technologies, techniques, and people,” thereby reducing ambiguity and improving coordination [7], [1].

Among the examined dimensions, knowledge creation shows the largest standardized effect ($\beta = 0.325$). This finding is theoretically meaningful because knowledge creation is closely tied to employees' sense of professional growth and influence over work processes - factors often associated with satisfaction in established job satisfaction frameworks [5]. In knowledge-based organizations, creation is not limited to formal innovation; it also includes continuous improvement, problem reframing, and learning-by-doing—mechanisms that Nonaka's dynamic theory and the “knowledge-creating company” perspective identify as central to converting experience into organizational value [2], [3]. In a banking setting—where service quality, compliance, and risk control demand constant micro-adjustments—employees may experience higher satisfaction when they can contribute ideas and see tangible process improvements. This also resonates with motivation theories: opportunities to create and improve may strengthen expectancy beliefs and the perception that effort can lead to valued outcomes [4], as well as meet higher-level needs for competence and self-development [14].

Knowledge accumulation, application, and sharing exhibit similarly strong effects, suggesting that satisfaction depends on both “having knowledge” (captured, organized, retrievable) and “using knowledge” (applied, exchanged, and embedded in work routines). First, knowledge accumulation—through repositories, standard procedures, and curated internal documentation—can reduce cognitive load and search costs, making work feel more manageable and predictable. Davenport and Prusak [7] emphasize that organizational knowledge becomes useful when it is accessible and actionable, rather than dispersed across individuals. Second, knowledge application appears crucial because employees derive satisfaction when knowledge actually improves performance, helping them handle customer requests efficiently, comply with regulations, and avoid errors. This is consistent with arguments that KM affects organizational outcomes not only through storage but through “putting knowledge to work” [8]. Third, knowledge sharing strengthens satisfaction by increasing social support, enabling peer problem solving, and preventing “knowledge silos.” Research on KM mechanisms and culture suggests that the benefits of KM depend on social processes and shared norms that encourage exchange and collaboration [13]. In practice,

sharing may be particularly salient in branch banking, where frontline issues often require immediate assistance from experienced colleagues.

The positive contribution of knowledge acquisition also aligns with the increasing need for continuous learning in fast-changing banking environments (e.g., digital systems, customer expectations, compliance updates). Learning opportunities signal organizational investment in employees and can enhance career confidence, which is commonly linked to job satisfaction [5]. From a KM perspective, acquisition expands the inflow of new insights that can later be integrated into routines [7]. It also helps manage attention and information demands—an issue highlighted in knowledge-intensive contexts where employees must prioritize and interpret large volumes of information [9].

Taken together, the findings are consistent with a broad stream of KM research arguing that KM practices create value by improving organizational capability and outcomes [8], [15]. Importantly, this study shows that such value is also experienced at the employee level through enhanced satisfaction—suggesting that KM can serve as both a performance enabler and a work-design resource. In knowledge-driven workplaces, employees may feel more satisfied when tacit knowledge is recognized, exchanged, and gradually converted into usable organizational knowledge [3], [16]. The banking branch context adds practical significance: satisfaction is likely to improve when employees can quickly “know what to do” and “know where to find help,” especially under time pressure and service demands [7], [1].

6. PRACTICAL IMPLICATIONS

The findings point to several practical priorities for bank managers. Given the strong role of knowledge creation, branches should institutionalize continuous-improvement routines—such as structured suggestion systems, brief after-action reviews, and cross-unit problem-solving sessions—so employees can contribute ideas, learn from practice, and see visible process improvements [2], [3].

At the same time, managers should strengthen knowledge accumulation by maintaining reliable, searchable repositories and up-to-date standard operating procedures with clear ownership and version control. Easy access to accurate guidance reduces uncertainty and helps employees work more efficiently in customer-facing and risk-sensitive tasks [7], [1].

To ensure KM produces operational value, banks should emphasize knowledge application by translating lessons learned into practical tools embedded in workflow, such as service scripts, risk checklists, and decision aids. This closes the gap between stored knowledge and usable knowledge, improving consistency and reducing recurring problems [7], [8].

Finally, leaders should promote knowledge sharing and acquisition through mentoring, peer-learning structures, and targeted training, supported by recognition for collaborative behaviors. These efforts build social support and continuous learning while managing information demands in knowledge-intensive banking work [9], [13], [15].

7. LIMITATIONS AND FUTURE RESEARCH

This study has limitations. First, the cross-sectional design limits causal inference; longitudinal research could assess how KM interventions change satisfaction over time. Second, the sample is limited to a single bank branch and convenience sampling; future studies should use multi-branch or multi-bank samples and probability sampling where feasible. Third, all measures rely on self-report, which may introduce common method bias. Finally, while EFA and regression provide strong initial evidence, confirmatory factor analysis and structural equation modeling (SEM) would allow a more rigorous assessment of measurement validity and simultaneous estimation of the structural relationships.

8. CONCLUSION

In an increasingly competitive and knowledge-intensive Vietnamese banking context, this study confirms that knowledge management (KM) practices are strongly associated with employees' job satisfaction. Using survey evidence from 200 employees at Vietcombank – Binh Tay Branch, the findings show that all five KM dimensions knowledge creation, sharing, application, accumulation, and acquisition contribute positively to job satisfaction, with knowledge creation emerging as the strongest predictor. This pattern suggests that job satisfaction in banking is shaped not only by traditional job conditions but also by how effectively employees can access, exchange, and use knowledge to perform their roles with confidence and consistency.

The results show that knowledge management (KM) is not only an important organizational resource but also has a direct connection with employees' everyday work. When employees have opportunities to share ideas, learn from their daily tasks, find the information they need, and receive support from their colleagues, they may feel more confident and comfortable in their work. These practices can also make daily processes easier by reducing confusion and unnecessary difficulties when employees handle their tasks. As a result, KM can contribute to a more positive working experience and greater job satisfaction.

For banks, the findings suggest that KM should be closely connected to daily operations instead of being treated as a separate activity. In practice, this can be achieved by encouraging employees to share what they have learned, regularly updating internal documents and procedures, and making useful knowledge easy to access when needed. Providing opportunities for continuous learning and support among colleagues may also help employees deal with their work more effectively. In this way, knowledge can be put into practice to support better decisions, smoother coordination, and more consistent service.

This study also has some limitations. The data were collected at one branch and at a single point in time, so the results may not fully represent employees in other branches or banking institutions. In addition, the study relies on employees' self-reported responses, which may affect the results to some extent. Future studies could collect data over a longer period or include employees from different branches and banks. It would also be useful to examine other employee outcomes, such as work engagement, organizational commitment, and turnover intention. Further research could also consider factors such as organizational culture, leadership support, and the quality of digital systems to better understand how KM practices influence job satisfaction.

Overall, the findings reinforce the importance of KM as both a strategic capability and a human-centered management practice. By strengthening KM across creation, sharing, application, accumulation, and acquisition, Vietnamese banks can foster a more supportive and effective work environment one that enhances employee satisfaction while also positioning branches to respond more quickly and reliably to evolving customer and regulatory demands.

DECLARATIONS

Conflict of interest: The author confirms that there is no conflict of interest related to this research.

Funding: This research was conducted without any external financial support.

Ethics approval and consent to participate: Participants were informed about the purpose of the study and agreed to take part before completing the survey. The information collected was kept anonymous, and the study was conducted in accordance with appropriate ethical principles for social science research.

Data availability: The data from this study are available from the author upon reasonable request.

CRedit authorship contribution statement: Nguyen Van Kha contributed to the conceptualization of the study, methodology, data curation and analysis, preparation of the original draft, and review and editing of the manuscript.

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