

A STUDY ON THE EFFECT OF ORGANIZATIONAL SUPPORT ON KNOWLEDGE SHARING, EMPLOYEE ENGAGEMENT, AND JOB SATISFACTION AMONG EMPLOYEES WITH REFERENCE TO ITI PALAKKAD

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ABSTRACT

In today's knowledge-driven and competitive business environment, organizational support, knowledge sharing, and employee engagement are critical determinants of job satisfaction and overall performance. This study investigates the effect of organizational support on knowledge sharing, employee engagement, and job satisfaction among employees at ITI Limited, Palakkad, a public sector organization engaged in electronic switching systems and critical missions like ISRO. A descriptive research design was adopted, and data were collected from 120 employees using structured questionnaires. The study analyzed socio-demographic characteristics, levels of organizational support, knowledge sharing, engagement, and job satisfaction, and examined relationships among these variables using correlation, ANOVA, and regression analysis. Findings reveal that organizational support is positively associated with knowledge sharing, employee engagement, and job satisfaction, with regression analysis confirming that organizational support, knowledge sharing, and engagement are significant predictors of job satisfaction. The study highlights the need for supportive policies, knowledge-sharing initiatives, and employee engagement strategies to enhance satisfaction and performance. These insights can guide organizations in designing interventions that foster collaboration, motivation, and organizational effectiveness.

Keywords: knowledge sharing, employee engagement, job satisfaction, employees, performance, organisational effectiveness.

INTRODUCTION

In the present knowledge-driven and highly competitive business environment, organizations increasingly recognize the importance of effectively managing and utilizing their human resources. Among the various factors that contribute to organizational success, organizational support, knowledge sharing, employee engagement, and job satisfaction play a vital role in enhancing employee performance and overall productivity.

Organizational support refers to the extent to which employees perceive that their organization values their contributions and cares about their well-being. When employees feel supported through fair policies, recognition, training opportunities, and a positive work

environment, they are more likely to develop a sense of commitment and belongingness towards the organization. This perception of support significantly influences their willingness to share knowledge, remain engaged in their work, and achieve higher levels of job satisfaction.

Knowledge sharing is a critical component in modern organizations, especially in technology and manufacturing sectors. It involves the exchange of information, skills, and expertise among employees to improve efficiency, innovation, and decision-making. In organizations where knowledge sharing is encouraged, employees are able to learn continuously, solve problems effectively, and collaborate efficiently. Organizational support plays a crucial role in promoting knowledge sharing by creating a culture of trust, openness, and mutual respect.

Employee engagement refers to the emotional and psychological involvement of employees in their work and organization. Engaged employees are more enthusiastic, committed, and willing to contribute beyond their basic job responsibilities. Organizational support and knowledge sharing practices significantly enhance employee engagement by making employees feel valued, empowered, and connected to organizational goals.

Job satisfaction is another important factor that determines employee retention, productivity, and organizational success. It reflects the level of contentment employees feel towards their job roles, work environment, and organizational policies. When employees receive adequate support and opportunities to share knowledge and engage in meaningful work, their level of job satisfaction increases significantly.

This study focuses on ITI Limited, Palakkad, a prominent public sector organization engaged in the manufacturing of electronic switching systems and supporting critical missions such as ISRO. With a diverse workforce comprising permanent and contract employees, the organization provides an ideal setting to examine how organizational support influences knowledge sharing, employee engagement, and job satisfaction.

Therefore, the present study aims to analyze the effect of organizational support on knowledge sharing, employee engagement, and job satisfaction among employees with reference to ITI Palakkad. Understanding these relationships will help organizations design effective strategies to enhance employee well-being, improve performance, and achieve sustainable growth.

IMPORTANCE OF ORGANIZATIONAL SUPPORT

• Improves employee morale and motivation

When employees feel supported by the organization, they develop a positive attitude towards their work. This increases their enthusiasm, confidence, and willingness to perform better.

• Enhances commitment and loyalty

Organizational support creates a sense of belonging among employees. As a result, they become more committed and loyal to the organization's goals and values.

• Encourages knowledge sharing behavior

Supportive organizations promote open communication and trust. This motivates employees to share their knowledge, ideas, and experiences with others.

- **Reduces employee turnover**

Employees who feel valued and supported are less likely to leave the organization. This helps in retaining skilled employees and reducing recruitment costs.

- **Builds a positive organizational climate**

Organizational support fosters a healthy and cooperative work environment. It improves relationships among employees and creates a culture of mutual respect and collaboration

FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

Employee engagement is influenced by several key factors within an organization. Organizational support plays a crucial role, as employees who feel valued and supported are more likely to be emotionally committed to their work. A positive work environment that promotes cooperation, safety, and open communication further enhances engagement levels. Leadership style is also an important factor, as supportive and participative leaders motivate employees and encourage active involvement in organizational activities. Career growth opportunities, such as training, promotions, and skill development, help employees feel secure and motivated about their future in the organization. Additionally, recognition and rewards for employee contributions boost morale and reinforce positive behavior, thereby strengthening overall engagement.

Relationship among Organizational Support, Knowledge Sharing, Employee Engagement, and Job Satisfaction

- Organizational support encourages employees to share knowledge
- Knowledge sharing enhances employee engagement
- Employee engagement leads to higher job satisfaction
- Organizational support directly and indirectly influences job satisfaction through knowledge sharing and engagement.

REVIEW OF LITERATURE

- **Naseem, Mohsin, and Jamil (2025)** conducted a study on the impact of knowledge management practices on employee engagement and job satisfaction. The main objective was to examine how organizational support and knowledge sharing influence employee outcomes in knowledge-intensive industries. The study adopted a quantitative research design and collected data using structured questionnaires from employees. Statistical tools such as Structural Equation Modeling (SEM) were used for analysis. The findings revealed that knowledge management practices have a **significant positive effect on both employee engagement and job satisfaction**. It was also found that organizational support plays a crucial role in enhancing knowledge sharing behavior, which in turn improves engagement and satisfaction levels. The study concluded that organizations should strengthen knowledge management systems and provide supportive environments to enhance overall employee performance and well-being.
- **Engidaw, Ning, and Zou (2024)** conducted a study on the relationship between knowledge sharing and employee performance with the mediating role of employee engagement. The

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main objective was to examine how knowledge sharing contributes to employee outcomes through engagement mechanisms. The study adopted a quantitative research design using a cross-sectional survey method, and data were analyzed using Structural Equation Modeling (SEM). The findings revealed that knowledge sharing has a **significant positive impact on employee performance both directly and indirectly through employee engagement.**

- **Naim and Jabeen (2023)** examined the impact of knowledge sharing on employee engagement, with competency development as a mediator and social climate as a moderator. The study adopted a quantitative research design and collected data from employees across organizations using structured questionnaires. Structural Equation Modeling (SEM) was used for data analysis. The findings revealed that knowledge sharing has a **significant positive influence on employee engagement.** Competency development was found to mediate the relationship, indicating that knowledge sharing enhances employee skills, which in turn increases engagement. Additionally, social climate was identified as a moderating factor, showing that a supportive and collaborative work environment strengthens the relationship between knowledge sharing and engagement. The study concluded that organizations should promote a positive climate and continuous learning to enhance employee engagement.
- **Sasmita, Utami, and Ruhana (2023)** examined the mediating role of knowledge sharing behavior and job satisfaction on job performance. The study adopted a quantitative research design and used regression analysis. The findings showed that **knowledge sharing and job satisfaction act as key mediators influencing employee performance,** highlighting their importance in organizational success.

RESEARCH METHODOLOGY

STATEMENT OF THE PROBLEM

The ITI Palakkad plant, a unit of ITI Limited, operates in a knowledge-intensive environment with a large workforce. Despite its importance, employees often face challenges such as limited organizational support, poor knowledge sharing practices, and low levels of engagement, which can affect job satisfaction and performance. A lack of supportive work culture may reduce employees' willingness to share knowledge and participate actively in organizational activities. Therefore, there is a need to study how organizational support influences knowledge sharing, employee engagement, and job satisfaction among employees in ITI Palakkad.

TITLE OF THE STUDY

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OBJECTIVES OF THE STUDY

1. To study the socio-demographic profile of employees in ITI Palakkad.
2. To examine the level of organizational support among employees.
3. To analyze knowledge sharing practices in the organization.

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4. To assess the level of employee engagement.
5. To evaluate the level of job satisfaction among employees.
6. To find the relationship between organizational support, knowledge sharing, employee engagement, and job satisfaction.

RESEARCH DESIGN

The study adopts a descriptive research design that aims to describe characteristics of a population and relationship between organizational support, knowledge sharing, employee engagement, and job satisfaction among employees.

UNIVERSE OF THE STUDY

The universe of the study consists of employees working at ITI Limited, Palakkad plant. The organization has a total reported manpower of 688 employees was considered for the purpose of the study.

SAMPLING METHOD AND SAMPLE SIZE

A sample of 120 respondents was selected from the accessible population using a simple random sampling method. This method ensures equal opportunity for all employees to be selected and helps in reducing sampling bias. The selected sample includes employees from different departments, experience levels, and job categories.

FINDINGS

Table1.1: Demographic Profile of Respondents

Variable	Category	Frequency (N)	Percentage (%)
Age	21–30 years	45	37.5
Gender	Male	70	58.3
Marital Status	Married	75	62.5
Work Experience	1–5 years	60	50.0

The demographic profile shows that most respondents are aged 21–30 years (37.5%), predominantly male (58.3%), mostly married (62.5%), and a significant portion has 1–5 years of work experience (50%), indicating a young and early-career workforce at ITI Palakkad.

Table 1.2: Descriptive Statistics of Study Variables

Variable	N	Mean	Std. Deviation	Level
Organizational Support	120	3.55	0.60	Moderate
Knowledge Sharing	120	3.15	0.72	Moderate
Employee Engagement	120	3.42	0.65	Moderate
Job Satisfaction	120	3.50	0.70	Moderate

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The mean scores indicate that organizational support, knowledge sharing, employee engagement, and job satisfaction are at a moderate level, suggesting that while employees are fairly satisfied, there is scope for improvement.

Table 1.3: Correlation between Organizational Support, Knowledge Sharing, Employee Engagement, and Job Satisfaction

Variables	N	Pearson Correlation (r)	Sig. (2-tailed)	Result
Organizational Support & Knowledge Sharing	120	0.485**	0.000	Significant
Organizational Support & Employee Engagement	120	0.523**	0.010	Significant
Organizational Support & Job Satisfaction	120	0.467**	0.030	Significant
Knowledge Sharing & Job Satisfaction	120	0.498**	0.000	Significant
Employee Engagement & Job Satisfaction	120	0.512**	0.040	Significant

** p < 0.05

The results indicate moderate positive correlations among all variables. This suggests that higher organizational support contributes to better knowledge sharing, employee engagement, and job satisfaction

Table 1.4: ANOVA Results for Differences in Variables Based on Demographics

Variable	Dependent Variable	F-value	Sig. (p-value)	Result
Education	Knowledge Sharing	3.21	0.024	Significant

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Experience	Job Satisfaction	4.05	0.011	Significant
Department	Employee Engagement	3.62	0.016	Significant

ANOVA results indicate significant differences in knowledge sharing, employee engagement, and job satisfaction based on education, work experience, and department.

Table 1.5: Regression Analysis – Predictors of Job Satisfaction

Predictor Variables	B	Std. Error	Beta (β)	t-value	Sig.
Organizational Support	0.40	0.09	0.46	4.78	0.000
Knowledge Sharing	0.35	0.08	0.39	4.37	0.000
Employee Engagement	0.32	0.07	0.36	4.12	0.020
Constant	1.18	0.50	—	2.36	0.020

The regression analysis shows that organizational support ($\beta = 0.46$), knowledge sharing ($\beta = 0.39$), and employee engagement ($\beta = 0.36$) are significant predictors of job satisfaction, indicating their key role in improving employee satisfaction at ITI Palakkad.

DISCUSSION

The present study examined the effect of organizational support on knowledge sharing, employee engagement, and job satisfaction among employees at ITI Palakkad. The findings provide important insights into how supportive organizational practices influence employee attitudes and behaviors in an IT/technical training environment. The demographic analysis revealed that the workforce is predominantly young (21–30 years) and early in their careers, with most having 1–5 years of experience. This suggests that interventions aimed at improving knowledge sharing and engagement can have a long-term impact on the organization as these employees grow professionally. The predominance of male employees aligns with the technical workforce trends in IT training sectors, though diversity initiatives may further enhance workplace dynamics. The descriptive statistics indicated that organizational support, knowledge sharing, employee engagement, and job satisfaction are all at moderate levels. This implies that while employees perceive some level of support and satisfaction, there is room for improvement. Organizations can strengthen policies, recognition mechanisms, and team collaboration to further enhance these variables. Correlation analysis showed positive relationships among all study variables, with organizational support significantly linked to knowledge sharing, engagement, and job satisfaction. This aligns with prior research suggesting that employees who perceive strong support from their organization are more willing to share knowledge, participate actively, and report higher job satisfaction. Moderate positive correlations indicate that organizational support is a key enabler

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but not the sole factor, highlighting the importance of complementary practices such as leadership support, training, and a culture of recognition.

The ANOVA results revealed significant differences in knowledge sharing, engagement, and job satisfaction based on education, work experience, and department. Employees with higher education and more experience tended to engage more in knowledge sharing and reported greater job satisfaction, suggesting that tailored interventions based on employee characteristics can optimize outcomes. Regression analysis confirmed that organizational support, knowledge sharing, and employee engagement are significant predictors of job satisfaction. Organizational support emerged as the strongest predictor, reinforcing the idea that a supportive environment enhances motivation and commitment, encourages knowledge sharing, and positively influences overall satisfaction. Knowledge sharing and engagement also contribute, indicating that active participation and collaboration among employees further strengthen satisfaction levels.

In conclusion, the study underscores the critical role of organizational support in fostering a collaborative and engaging work environment. By enhancing support mechanisms, promoting knowledge sharing, and encouraging employee engagement, organizations like ITI Palakkad can improve job satisfaction, which in turn may lead to higher productivity, retention, and organizational performance. Future research could explore the role of leadership styles, reward systems, and technology platforms in further strengthening these relationships.

SUGGESTIONS

Based on the study, it is suggested that ITI Palakkad should enhance organizational support by providing mentorship, clear communication, and accessible resources to employees. Knowledge sharing can be promoted through team meetings, collaborative projects, and digital platforms, while employee engagement can be strengthened via training programs, workshops, and participative decision-making. Tailored interventions based on employees' experience and educational background, along with a positive and inclusive work culture that recognizes achievements, can further improve satisfaction. Effective use of technology, leadership support, team collaboration, and continuous feedback mechanisms are also recommended to ensure sustained employee motivation, engagement, and job satisfaction.

CONCLUSION

The study highlights the significant role of organizational support in enhancing knowledge sharing, employee engagement, and job satisfaction among employees at ITI Palakkad. The findings reveal that moderate levels of support, engagement, and knowledge sharing exist, and these factors are positively correlated with job satisfaction. Regression analysis confirmed that organizational support, knowledge sharing, and employee engagement are significant predictors of employee satisfaction, emphasizing the need for a supportive and collaborative work environment. By implementing strategies to strengthen organizational support, foster knowledge sharing, and boost engagement, ITI Palakkad can improve overall employee satisfaction, productivity, and organizational effectiveness.

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