

Impact of Knowledge Management Process on Knowledge-Worker Productivity in state Universities in Sri Lanka: a mediating role of Employee Engagement

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Abstract

Knowledge management process (KMP) is one of the main sources of knowledge-worker productivity (KWP). However, the impact of KMP on KWP in higher education has received less attention in Sri Lanka and the previous studies in the same area found varying results regarding the impact of KMP on KWP. Hence, this study examines the impact of KMP (knowledge creation, knowledge sharing and knowledge utilization) on KWP (timeliness of workers, their tasks efficiency, and the autonomy) in Sri Lanka. It also investigates the mediating effect of employee engagement (EE) (intellectual engagement, social engagement and affective engagement) on the relationship between KMP and KWP. Data was collected using the survey method and 264 usable questionnaires were received from knowledge-workers of universities (Lecturers, Senior Lectures and Professors). Path analysis and bootstrapping technique in AMOS were conducted to test the relationships among KMP, EE and KWP. The results show a positive relationship between KMP, EE and KWP. They also indicate that EE partially mediates the relationship between KMP and KWP. The study concludes that the KWP of a firm is influenced by the firm's ability to improve EE through KMP. Universities in Sri Lanka, to fully enhance their KWP, need EE that consists of intellectual engagement, social engagement and affective engagement.

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I. INTRODUCTION

Knowledge assets considered as a way of creating value that can be sustainable over time and Knowledge Management (KM) is the key success factor in organizational performance. Higher education by nature regarded as knowledge-intensive institutions and the information and knowledge are fundamental to remain knowledge base. The application of KM critical success factors and effective practices that will rise the knowledge-worker performance (Saqib, Zulkifli & Nazim, 2017). In the context of application of KM, the

crucial element is the ability of any sector to take advantage of the knowledge that its employees have developed and also to manage it to improve performance. The knowledge-based view of the firm theory, considers the human capital factors and knowledge resource of knowledge-workers crucial for the sustainable innovation and productivity (Sargeeva & Andreeva, 2016). Nizul & Kianto (2016) stated that the individual soft performance issues of human resource management the most critical in organizational behaviors and Knowledge-workers'

experience of KM process can improve their performance and productivity.

Contemporary universities faced with many challenges while thriving to become centers of excellence and effective KM has been recognized as a promising tool for dealing with these challenges, although it is recognized as strategic tool lack of understanding of how knowledge is managed within universities was consistently addressed issue (Masa'deh, Shannak & Maqableh, 2017). However, universities carry significant roles in creation and dissemination of knowledge and driver for social changes and national development. The role of the university has become even more important and expected to play an enhanced role in research and innovation aligned with knowledge constructed in the world of work.

Highly credible literature has revealed the prominence of KM process in organizations (ie., Nonaka & Takeuchi, 1995) and managing knowledge in a conscious and systematic way to leverage intellectual capital to improve knowledge-worker productivity (KWP). Therefore, universities like other institutions with strategic intent, need to develop KM practices and manage in a systemic and institutional way. The strategic success depends on the functionality of KM process and knowledge will enhance university's effectiveness (Adhikari, 2010).

Information is appeared as aptitude, propensity, abilities, information about some thing that originates as a count number of truth, making ready or mastering procedure, or any person's mastery received through exertion and potential (Shabrina & Silvianita, 2015). The express statistics is transmitted via composed or oral structures, unsaid facts is procured through sharing experience and it dwells in the human beings' mind. Subsequently, data sharing improves truly whilst the association can cause representatives to experience cheerful inside the direction in their hobby, and to keep representatives, attract human

beings, capture representatives' hearts and psyches at artwork (Shabrina & Silvianita, 2015)..

In an information and knowledge based economy companies face challenges in improving the productivity of knowledgeworkers (Drucker, 1999). However, most KM exertions have failed to discourse this issue and focused on information management instead. KM and KWP are organizational assets towards organizational goals. The main objective of management is to ensure effective and efficient use of its diverse resources to achieve competitiveness as well as to increase productivity.

To bridge these gaps this study examines on the impact of KMP on KWP. Therefore, analysis of suitable KM strategies and practices for universities to improve the individual productivity through improved KM process capabilities and motivated employees engagement in both individual and organizational levels is imperative to this context. Hence the research objectives formulated for this study as follows:

- (i) to analysis the impact of KMP on KWP.
- (ii) to examine the mediating effect of employee engagement between KMP and KWP.

II. LITERATURE REVIEW

2.1 Knowledge-worker productivity

The properly well worth that KM consists of lays in growing character, organization and authoritative productivity, the higher the diploma of catching records (unequivocal or unsaid) with records innovation gadgets, the better the KM end end result (Lee and Choi, 2003). Profitability is a combination of exactness and ideal usage of hard work and material belongings reachable and talent is resolved via execution, henceforth the effectiveness and adequacy are regarded as enormous segments of performance.

The expression "Information Worker" turn out to be first utilized by Drucker, he alluded to them as

employees that art work with immaterial assets (Drucker, 1959). Information artwork is profoundly proficient and self-governing in developing and making use of the facts to deliver massive and immaterial effects. Relatedly, now and again any others represent information expert as capable representatives who can accumulate, coordinate and relate information about the hobby extra than another character within the association (Turriago-Hoyos, Thoene & Arjoon, 2016).

The writing recognized with the conceptualization of KWP from the statistics based totally view units the first-rate piece of the team of workers in the twenty-first century is the statistics employee's. Information paintings is the kind of scholarly and intellectual paintings where new facts is made and implemented (Iazzolino, Laise & Gabriele, 2017; Palvalin, 2017).

The idea of exertions or assignments inside the twentieth-century institutions changed into mechanical and guide. Notwithstanding, the transcendent concept of labor inside the twenty-first century is Knowledge work that includes the utilization of information as a contribution to get a scholarly facts based yield (Drucker, 1999). In this way, the scholastics of faculties as an data employees use facts as contribution to get statistics based scholarly yield to perform statistics art work. In this manner, it's far massive for the fruitful lead of Universities' obligations and execution.

Drucker's hypothesis prominent six individual determinants for boosting KWP. (i) figuring out records laborer's real venture, (ii) art work independence, (iii) nonstop innovation, (iv) ceaseless getting to know and teaching, (v) nice and quantity of the yield, and (vi) overseeing records expert as a benefit rather than an price.

Despite the truth that there are not any said education and techniques to decide the KWP (Iazzolino, Laise & Gabriele, 2017), the surviving of writing audit portrays that collected components of

KWP include the practicality of professional, high-quality conveyance, task productiveness, artwork independence, fulfillment of partners, imagination, and creative behaviour (Iazzolino, Laise & Gabriele, 2017; Moussa, Bright & Varua, 2017; Palvalin, van der Voordt, & Jylhä, 2017).

2.2 Knowledge the board gadget

As indicated by means of Nisul & Kianto (2016) KM is the manner in the direction of distinguishing and affecting the combination information on the association that assists with undertaking higher hand and lead the association to contend in severe market wherein that works. KM is an control ability and manipulate this is "intended to plan, actualize, and determine the techniques that guarantee the exceptional development of statistics to an appropriate individual at the opportune time and in the privilege location" (Shujahat, et, al., 2019). KM viewed into segments, for example, a manner and infrastructure. This have a look at has focused and analyzed on KM bureaucracy.

There are some concept and type on KMP. In any case, at the same time as all is said in achieved, KM may be contrasted into five key practices, for example, "statistics securing, records sharing, statistics creation, facts codification and statistics retention" (Abdi, et, al., 2018; Iazzolino, Laise & Gabriele, 2017). Information securing characterized as the gathering of outside assets facts for an affiliation (Nisul & Kianto, 2016). Information sharing shape has been built interior five territories as components the ones affecting data sharing, which incorporates: "hierarchical putting, relational and organization characteristics, cultural trends, man or woman features and definitely as inspirational factors" (Lee & Choi, 2003). Knowledge creation characterized by using way of Nisu & Kianto (2016) due to the fact the association's ability to empower the development of offering new or valuable mind and preparations. Information codification is viewed as records stockpiling physical activities that includes mainly converting the information into

unequivocal shape by way of way of codification and offers the affiliation the refreshed mentioned variation of the equal. Information protection has been featured as a strategy to enhance firms' KM (Cepeda and Vera, 2007). The SECI version of Nonaka and Takeuchi (1995) clarifies the method of authoritative statistics creation this is socialization, externalization, combo and cover.

2.3 Employee commitment

Worker dedication is selecting up force and occurrence. It has incited an exceptional consideration as of late as it has been asserted as an important factor for both consultant and association execution (Lathabhavan, Balasubramanian & Natarajan, 2017). Worker dedication and KMP have been tested as simple vital devices to perform higher palms through usage of scholarly capital. It changed into extremely good that KM should encourage the diploma of willpower of representative (Juan, et, al., 2016).

Hughes and Rog (2008) depicts that "representative dedication is an uplifted enthusiastic and scholarly affiliation that a worker has for work, affiliation, administrator, or colleagues that thusly impacts to use greater non-compulsory exertion to paintings." While, Shuck and Reio (2013) define consultant determination as the mental, passionate, and behavior energy a employee coordinates closer to pleasant hierarchical results. In the intervening time Kenexa (2008) characterizes employee willpower as "the diploma to which representatives are spurred to add to hierarchical fulfillment, and are glad to apply optionally to be had exertion to accomplishing assignments essential to the accomplishment of authoritative dreams". When all is said in finished, it's far apparent that the diploma of worker optionally available exertion to his/her art work is clarified by using unique creators.

Hierarchical seriousness is relying more upon the a part of scholarly capital. In this way, hypotheses prescribe that if institutions want to hold scholarly

capital, employee determination has end up maximum outstanding importance.

2.4 Knowledge the board method and records specialist overall performance

There writing overview uncovered the relationship among KMP and KWP. Iranzadehand Pakdelbonab (2014) have inspected the process of KMP on KWP on a distinctive segments and consequences locate that all KM office work sway on expert profitability. Mayo (2016) installation the brilliant effect of statistics sharing practices on paintings effectiveness, competencies, execution, and purchaser loyalty within the hypothesis detail.

Hypothetically, KM pals with the determinant of profitability asserted via Drucker's hypothesis to improve KWP. Nonaka and Takeuchi SECI pattern of facts creation hypothesizes facts to each laborer to carry out better at work regarding customers' answers for his or her dynamic issues and ceaseless manner development (Iranzadeh & Pakdelbonab, 2014).

Exactly numerous professionals have tended to the connection of KM and KWP: Abualoush, et, al., (2018), Masa'deh, Shannak, & Maqableh (2017), Mustapa and Mahmood (2018) pointed that the terrific effect of KMP on KWP and indicated that KM usage and practices with the useful resource of and massive enhance artwork overall performance. In this way, KMP sway KWP decidedly. Thus, the examination endorse the accompanying hypothesis:

H1. Information the board way sway on data professional profitability emphatically and altogether.

2.5 Knowledge the board method and representative dedication

The manner in which representatives perform influenced by the way wherein statistics and statistics is shared for the duration of the affiliation. KM ought to encourage consultant learning. It makes employees emerge as grade by grade adaptable and

beautify their pastime pleasure. A look at positioned that during establishments having more representatives presenting records and identifying a manner to every distinctive, consultant profession success growth. It changed into recognized results of profession success are, as an instance, drew in people, decrease non-look and turnover expectancies paintings execution and higher performance degree. These outcomes gift willpower that affiliation element speak virtually, intellectually, and genuinely at some point of activity performance (Khan, et, al., 2014). Consequently, information the board gives a robust administrative center to determine the degree of commitment of representatives.

Juan, et, al., (2016) observed that KM encourage the diploma of commitment of consultant. To enrich the discoveries of past investigations the relationship amongst KMP and consultant dedication observationally focused in the Sri Lankan placing by means of the use of this examination.

Analysts keep in mind employee determination as one of the primary factors for KMP. The engaged statistics employee's play a functioning challenge in seeking out facts and Spreitzer & Andreeva (2016) positioned that front to statistics effects affect KMP as they make use of such statistics and bits of expertise on consequent work. It is additionally referenced that spurred representatives participate in greater facts advent, they'll be commonly all the greater prepared to share their perception, they proactively look for new, data due to their improved records wishes. In this way, KMP enable representatives and experience that they may be gradually self-ruling and that their sports have a more splendid effect.

Albeit next to no exploration paintings discovered on KMP encourage worker dedication, Chiu and Chen (2016) positioned that consultant responsibility intervenes the relationship amongst KMP abilities and hierarchical viability. KM framework segments cultivate the employee duty via retaining the hobby fulfillment (Nisul a & Kianto, 2016). Thus, KM

rehearses bolster the paintings content material segments to domesticate the authoritative duty (Chiu & Chen, 2016; Nisul & Kianto, 2016). Consequently, this studies endorse the accompanying principle:

H2. Information the board process sway on consultant dedication emphatically and altogether.

2.6 Employee engagement and knowledge-worker productivity

Worker dedication is decidedly impacted by the information on representatives on how properly the blessings of an association are being overseen. Writing has a strong courting amongst commitment and profitability. There are four giant situation that prompts representative commitment in an association, as an instance, lifestyle of the affiliation, human beings centered preparations and their nonstop fortification, essential measurements and authoritative execution and immoderate employee dedication turns on better profitability Patro (2013). The University of Wisconsin directed an exploration in courting with Right administration's in 2008/-2009 international benchmarking examine uncovered a noteworthy connection among consultant dedication and productiveness (Patro, 2013).

Drucker's information laborer's profitability hypothesis underpins that the more an affiliation regards its worker's due to the fact the essential resources, the greater committed information employee's enjoy. This enhance in their willpower prompts better KWP (Drucker, 1999). Also, the accompanying observational investigations of Saputro, Paramita & Gagah, (2016), and Khan, et, al., (2014) end up the first-class impact among the ones construct. Higher the dedication or the bond a laborer feels in the direction of the association, the certain to expose signs and symptoms and signs and symptoms of development (Porter, et, al., 1974; Mustapa & Mahmood, 2016). Accordingly, the laborer determination stress to decorate at the

errands allotted and improve performance. Consequently, the research advise the accompanying precept:

H3. Representative willpower sway on records laborer performance emphatically and essentially.

2.7 Employee commitment intercedes amongst information the board approach and facts laborer overall performance

The past writing proposes the exceptional courting between KMP and KWP; KMP and representative dedication; and employee commitment and KWP. Henceforth, it's miles expected that there may be an intercession effect among of KMP and KWP[35], and the accompanying speculation is developed:

H4. Representative commitment is a massive center man or woman amongst statistics the board device and records laborer profitability.

2.8 Research Model

In light of the writing the calculated machine was created with 3 elements. KMP (free detail), KWP (subordinate variable) and representative commitment (intervening variable). Allude to the fig. 1.

III. PHILOSOPHY

3.1. Test and statistics assortment

The exam checks the facts employees (Lecturers, Senior Lectures and Professors) in the State Universities of Sri Lanka whilst you do not forget that as records focused branch scholastics have greater noteworthy self-governance to concentrate on first-rate and profitability. The records have been collected through the character bodily assessment surveys. The instance offers up to 264 reactions. Of all the 264 reactions, 18% (forty seven) are addresses whilst seventy four% (196) are Senior Lecturers and the rest of the bit of eight% (21) Professors. The 32% lady and sixty eight% male respondents and 58% hold PhDs and the rest 40 % with graduate diploma.

3.2. Instruments

There are 3 builds altogether for have a look at and the estimation units are adjusted for all develops. The builds are: Knowledge-Worker Productivity (KWP), Knowledge Management Processes (KMP), and Employee Engagement (EE). The enlarge, KWP, is anticipated utilising three measurements: practicality of workers, their assignments proficiency, and the self-sufficiency. Estimation subjects are disseminated as follows; satisfying time dreams (2 matters), work self-rule busy jogging (three things), and art work productivity (2 devices). The estimation scale turned into adjusted from (Morgeson & Humphrey, 2006). The make bigger introduction is predictable with the investigations of (Palvalin, 2017; Moussa, Bright & Varua, 2017; Palvalin, van der Voordt, & Jylhä, 2017; Shujahat, et. al., 2019).

The KMP became anticipated utilizing the adjusted CEN's (2004) "European Guide to Good Practice in Knowledge Management: Guidelines for Measuring the Knowledge Management" scale. Adjusted scale carries three dimension; records creation (3 things), records sharing (3 topics) and records use (3 topics). This scale was picked in predictable with Lee and Choi (2003), and this scale has been carried out in severa precise examinations and it's miles additionally based totally on the literature (Shujahat et al., 2017), and the identical is also utilized by consultancy groups as a proper all the way down to earth demonstrative gadget to survey and deal with the knowledge paperwork issues of the association.

EE have become envisioned utilising the ISA Engagement Scale created by Soane et al. (2012) after the thoughts of Kahn, et. al., (2014). The construct of EE consists of 3 measurements and the topics are adjusted from ISA scale as follows; scholarly determination (3 topics), social commitment (3 things) and whole of feeling determination (3 things).

IV. RESULTS AND COMMUNIQUE

4.1. Estimation version

The estimation model evaluation requires the four matters: outside loadings, composite unwavering first-rate, united legitimacy, and discriminant legitimacy. The restrict estimation of composite unwavering top notch for a given build is 0.7. The proportion of focalized legitimacy is the Average Variance Extracted for which the limit esteem is zero.5.

Table 1: CFA Results and Internal Reliability Test

Constructs	Measurement Items	Standard Loading	Cronbach's alpha's (C- α)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Knowledge Management Process	PKC1	0.557	0.950	0.941	0.644
	PKC2	0.754			
	PKC3	0.797			
	PKS1	0.744			
	PKS2	0.732			
	PKS3	0.922			
	PKU1	0.841			
	PKU2	0.975			
	PKU3	0.767			
	EEI1	0.835			
Employee Engagement	EEI2	0.864	0.965	0.966	0.765
	EEI3	0.969			
	EES1	0.880			
	EES2	0.896			
	EES3	0.934			
	EEA1	0.835			
	EEA2	0.879			
	EEA3	0.586			
Knowledge Worker Productivity	WPM1	0.876	0.914	0.927	0.649
	WPM2	0.733			
	WPJ1	0.898			
	WPJ2	0.791			
	WPJ3	0.536			
	WPW1	0.931			
	WPW2	0.798			

4.2 Reliability and Validity of Instrument

Using the Cronbach's alpha procedure the reliability of the data was verified. The closer the Cronbach's alpha is to 1, the higher the internal consistency reliability. The alpha coefficients for this study were all above 0.9 and, thus, they were considered to be highly reliable (Table 1). Content validity was verified during pilot study, with the dimensions for the independent variable and

dependent variables, namely KMP, EE and KWP. Convergent validity assessed as suggested by Hair, et, al., (2012) factor loadings, composite reliability and average variance extracted. The recommended and acceptable values for factor loadings are set at > 0.5 , the average variance extracted (AVE) should be > 0.5 and the composite reliability (CR) should be > 0.7 . Table 1 indicates that the results of the measurement model exceed the recommended values thus indicating sufficient convergence validity. Hence, all items for given constructs have been remained in the model for further analysis as the factor loadings of all the items used to measure the constructs are > 0.5 . Discriminant validity has been assessed using the Fornell and Larcker method. This study uses the method of comparing the square root of the AVE with the correlations. It can be seen that the values in the diagonals are greater than the values in their respective row and column thus indicating the measures used in this study are distinct. Thus, the results presented in Tables 2 demonstrate adequate discriminant validity.

Table 2: Discriminant Validity

Constructs	KMP.	EmpE	KWP.
KMP.	0.801		
EmpE	0.781***	0.872	
KWP	0.704***	0.692***	0.808

Note: Diagonal values represent the square root of the AVE while the off-diagonal values represent the correlations.

4.3. Structural model

To test the relationships between the different variables, this study first evaluated the structural model and then, conducted an SEM analysis of the latent variables. With the evaluation of the overall measurement model, the analysis of the mediating effects began and then bootstrapping techniques used as the testing method. The structural equation modelling of this study was based on covariance analysis. The results of the path analysis of the

structural model in this study are shown in Figure 1. The model fit index is shown in Table 3, and the results of the structural model are shown in Table 4.

Table 3: Goodness of Fit Index and their Rule of Thumb

Index	Shorthand	Rule Thumb	Author	Value Obtained	Conclusion
Chi-square / Degree of Freedom	χ^2 / df	≤ 3	Kline (1998)	1.515	Good Fit
Root Mean Square Residual	RMR	< 0.02		0.013	Good Fit
Goodness-of-fit Index	GFI	> 0.90	Joreskog & Sorbom (1981)	0.928	Good Fit
Tucker Lewis Index	TLI	> 0.90	Hu and Bentler (1999)	0.936	Good Fit
Comparative Fit Index	CFI	> 0.90	Hu and Bentler (1999)	0.938	Good Fit
Root Mean Square Error of Approximation	RMSEA	$\leq .05$; good	Wan, (2002)	0.037	Good Fit

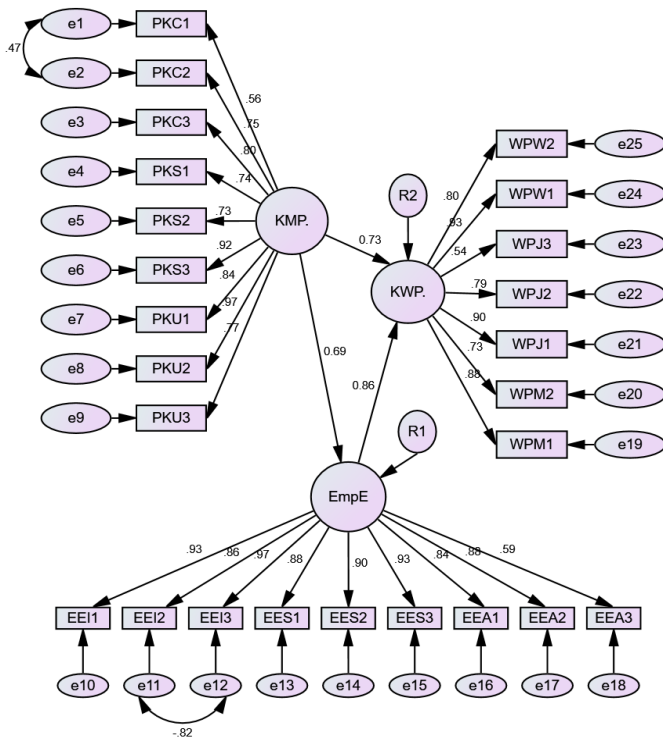


Fig. 1: The results of the measurement model

4.3.1 Evaluation the model fit indices

The accompanying table 3 gives the data about integrity of fit files chose for this examination and their cut-off qualities for model assessment, guided by the researchers. In light of the above discoveries, the model shows a general solid match as it meets the necessary conditions. The corroborative factor investigation indicated an adequate model fit and consequently, the speculated model fit well with the watched information. It tends to be reasoned that the guessed CFA model fits the example information well indeed and the model is fit to be utilized in the investigation.

4.3.2 Path Analysis

To evaluate the structural models' predictive power, R squares (R^2) were calculated which indicates the amount of variance explained by the exogenous variables. All variables together explained 76.9% of the variance in knowledge worker productivity. Using a bootstrapping technique with a re-sampling of 1000, the path estimates and t-statistics were calculated for the hypothesized relationships. From the analysis it was found that all the hypotheses showing the direct relationship between the constructs are supported. The findings are shown in Table 4.

Table 4: Hypotheses Testing – Direct Relationship

Hypotheses	Beta	SE	t-value	P Value	Results
Knowledge management process impact on knowledge-worker productivity positively and significantly	0.73	0.058	2.685	0.020	Accepted
Knowledge management process impact on employee engagement positively and significantly	0.69	0.061	1.296	***	Accepted
Employee engagement impact on knowledge-worker productivity positively and significantly	0.86	0.083	1.154	0.031	Accepted

4.3.3 Mediation Analysis

To test the hypothesis that Employee Engagement has a significant mediating effect between KMP and KWP, this study used the bootstrap in AMOS to test the mediating effects. The results are shown in Table 5 below. This table shows the test result using bootstrapping in which employee engagement has a significant mediating (partial) effect for KMP on knowledge worker performance; thus, hypothesis 4 of this study was supported.

Table 5: Mediating effect of Employee Engagement between KMP and KWP

Hypothesis	Direct effect	Indirect Effect	Results
Employee engagement is a significant mediator between knowledge management process and knowledge-worker productivity	2.726***	1.974*	Partial Mediation

Note: ***= $P < 0.001$; *= $P < 0.05$

V. DISCUSSION

This study proposed that KMP could be the driver of EE and KWP with special reference to the universities in Sri Lanka. Therefore, the mediation of EE between KM practices and KWP was postulated. The results confirmed the partial mediation of EE, thereby indicating that KM practices could be the driver of higher EE and KWP. The results are discussed in details as in the following.

The results on H_1 indicate that KM practices and KWP relationship is positive and significant. These findings are in congruence with the results of (Mustapa&Mahmood, 2016). The results are understandable because managing knowledge workers' task and contextual performance require the use of knowledge resources and experience of KM practices as the input. KM practices provide the opportunities for knowledge use as input to increase the task improvisation of knowledge workers and contextual performance.

The findings on H_2 also point out that KM practices are the significant sources of fostering EE. These results are in line with the findings of Hughes &Rog (2008) that KM could facilitate the level of engagement of employee. These findings are comprehensible as KM implementation involves nurturing the overall satisfaction on the job via impacting the work environment components and work content components (Nisul&Kianto, 2016). This increase in satisfaction then leads toward an increase in the EE.

The results of H_3 conclude that EE fosters KWP positively and significantly. These findings are in consistant with the results of number of empirical studies, systematic literature reviews and meta-analyses (e.g. Hughes &Rog, 2008) that found the positive association between EE and KWP. These results are in line with Drucker (1999) according to his theory of KWP, treating knowledge workers as an asset of the organization increases the overall organizational commitment of employees, which in

turn leads the workers to put extra-efforts in addition to their normal duties, thereby improving their performance.

Finally, the results of H₄ point that organizational commitment is a partial mediator between KMP and KWP association. The possible reason to explain the case of partial mediation might be because of the fact that the output of KM practices is knowledge, which is, and could be, used by knowledge workers as input to increase their KWP. Hence, the EE could be the by-product of KM practices while KWP could be the direct product. Additionally, the KMP in the Sri Lankan universities was found precisely to increase knowledge-workers' productivity as its explicit objective by ensuring the evidence-based knowledge provision, thereby strengthening the case of partial mediation (Hamad & Ahamed, 2016).

VI. CONCLUSION

KMP consist of the facts advent, records sharing and facts use, and KMP has been applied to decorate EE and KWP. The discoveries of this examination bolstered every of the four expressed speculations, providing solid help for the relationship between KMP, EE and KWP. The discoveries show a fruitful coordination of KMP would assist the company with improving EE and KWP. The results are empowering, as they supply new discoveries, for instance, the significance of EE in consisting of to KWP in Sri Lankan faculties. Moreover, EE partially intervenes the relationship among KMP and KWP. The exam infers that the KWP of a company is affected by the enterprise's ability to beautify EE thru KMP. Colleges in Sri Lanka, to definitely improve their KWP, need EE that contains of scholarly dedication, social dedication and complete of feeling commitment. Since the authoritative structure of schools in Sri Lanka, can assist representatives with getting statistics from numerous resources. By utilizing this integrated EE concept, colleges can truly beat more than one difficulties they face.

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