



Impact of Knowledge Management on Organizational Performance in Nepalese Commercial Banks

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Abstract

This study examines the impact of knowledge management on organizational performance in Nepalese commercial banks. Organizational performance is the dependent variable. Similarly, the selected independent variables are knowledge acquisition, knowledge sharing, knowledge storing, information technology, and organizational culture. The primary sources of data are used to assess the opinions of respondents regarding knowledge acquisition, knowledge sharing, knowledge storing, information technology, organizational culture and organizational performance. The study is based on the primary data of 133 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and impact of knowledge management on organizational performance in Nepalese commercial banks.

The study showed a positive impact of knowledge acquisition on organizational performance. It indicates that high standard knowledge-based system leads to increase the organizational performance. Similarly, the study showed a positive impact of knowledge sharing on organizational performance. It indicates that culture of knowledge exchanged among the employees leads to increase the organizational performance. Likewise, the study showed a positive impact of knowledge storing on organizational performance. It indicates that effective knowledge storing mechanism leads to increase the organizational performance. Further, the study showed a positive impact of information technology on organizational performance. It indicates that better the information technology, higher would be the organizational performance. Moreover, the study also showed a positive impact of organizational culture on organizational performance. It indicates that adaptive organization culture leads to increase the organization performance.

Keywords: knowledge acquisition, knowledge sharing, knowledge storing, information technology, organizational culture

1. Introduction

Knowledge base resources are the path or way that follows in order to have a sustainable competitive edge to the organization. Knowledge management processes play an important role as potential enablers of working skills and to improve the capacity of the teams to enhance the ways as they share knowledge and the tools that they use. One of the key benefits of introducing Knowledge management in organizations is positive impact of knowledge management on organizational performance. Knowledge management is linked logically and frequently identified as an important antecedent of innovation performance. However, the alignment of the successful implementation of knowledge management and innovation performance remains ambiguous, and the relationship between them might be more complex than assumed, thus far (Andries *et al.*, 2019). Alegre *et al.* (2013) concluded that knowledge management practices positively impact innovation performance and that this relationship is mediated by knowledge management success in the form of dynamic

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knowledge management capabilities. Knowledge management (KM) and organizational performance are essential for the success in business. The different results in literature declare the positive effects of KM on organizational performance. Oztekin *et al.* (2015) showed that knowledge management performance is associated strongly and positively with non-financial performance outcomes and weakly with financial performance outcomes. Similarly, Richard *et al.* (2009) expressed that it has to do with the establishment of organization's objectives and monitoring improvement towards achieving the stated objectives as well make modification in attaining those goals in an effective and efficient way. According to Wong *et al.* (2015), knowledge management means the process of managing knowledge through a systematically and organizationally specified process. Organizations will not be able to benefit from knowledge without the applications of some necessary tools.

Papa *et al.* (2020) assessed the improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. The study revealed that knowledge acquisition has a positive impact on organizational performance. Likewise, Wang and Wang (2012) investigated knowledge sharing, innovation and firm performance. The study found that both explicit and tacit knowledge sharing practices facilitate innovation and performance and explicit knowledge sharing has more significant effects on innovation speed and financial performance while tacit knowledge sharing has more significant effects on innovation quality and operational performance. Similarly, Mahapatra (2013) examined the impact of knowledge management strategies on organizational performance in the hospitality industry of Zimbabwe. The study showed that the organizations have in place knowledge management strategies and these lead to development of new ideas, new products and also new ways of doing things that will eventually lead to improve the organizational performance. Likewise, Raza *et al.* (2016) investigated the impact of knowledge management practices and organizational culture on organization performance: A study of public sector organizations of Pakistan. The study revealed that knowledge management practices (KMP) have significant positive impact on organizational performance (OP) of public sector organization of Pakistan. Likewise, Balthazard *et al.* (2006) investigated dysfunctional culture, dysfunctional organization: Capturing the behavioral norms that form organizational culture and drive performance. The study found that there is a positive impact of constructive cultural styles, and the negative impact of dysfunctional defensive styles, on both the individual- and organizational-level performance drivers.

Almeida *et al.* (2016) examined intrinsic motivation for knowledge sharing-competitive intelligence process in a telecom company. The study found that the importance of different aspects motivating knowledge sharing behavior, such as information system's support, top management support and information feed-back in an organization of Telecom Company. Similarly, Li *et al.* (2020) analyzed the hidden motivation for knowledge sharing behavior and organizational recognition. The study found that the need for status significantly moderated the relationship between hidden motives to share knowledge and organizational recognition. Likewise, Andrej *et al.* (2023) examined managing knowledge to improve performance: The impact of leadership style and knowledge management on organizational performance with moderation effects via PLS-SEM. The study revealed that leadership style is positively related with knowledge management. Similarly, Shaukat and Zafarullah (2009) investigated the impact of information technology on organizational performance. The study found that IT has a positive impact on organizational performance of all the organizations

but the banking sector performance outstrips the performance of manufacturing sector. Furthermore, Awadh and Saad (2013) examined that the impact of organizational culture on employee performance. The study revealed that culture and performance are considered interrelated. The impact of internal marketing on commercial banks' market orientation. Similarly, Suleiman Awwad and Mohammad Agti (2011) investigated that the impact of internal marketing on commercial banks' market orientation. The study showed that internal marketing, organizational commitment and organizational citizenship behaviors had a positive direct effect on banks' market orientation and organizational commitment has a positive direct effect on organizational citizenship behaviors.

In the context of Nepal, Khanal and Paudyal (2017) investigated the effect of knowledge management practices on the performance of Nepalese financial institutions. The study found that components of KM process (KM obtaining, KM organizing and KM applying) are positively correlated with the organizational performance measured in terms of financial and market results, organizational effectiveness, employee satisfaction and customer satisfaction. Similarly, Khanal (2016) examined awareness of knowledge management in Nepalese financial institutions. The study found that the level of KM awareness amongst Nepalese financial institutions is medium in which some companies understand the principles of KM but they observe many challenges and difficulties in pursuing KM implementation. Likewise, Gautam and Basnet (2021) analyzed the organizational culture for training transfer. The study revealed that motivation to transfer training partially mediates the relationship between the four dimensions of organizational culture (i.e., job challenge, communication, innovation and social cohesion) and training transfer but the relation between trust and training transfer is fully mediated by the motivation to transfer training. Similarly, Adhikari (2010) investigated human resource development (HRD) for performance management. The study found that there should be a clear link between organizational objectives and outcomes should be established by developing a human capital base in organizations in order to manage performance management (PM) in Nepalese organizations.

The above discussion shows that empirical evidences vary greatly across the studies on the impact of knowledge management on organizational performance. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the impact of knowledge management on organizational performance in Nepalese commercial banks. Specifically, it examines the relationship of knowledge acquisition, knowledge sharing, knowledge storing, information technology and organizational culture with organizational performance in Nepalese commercial banks.

The remainder of this study is organized as follows: section two describes the sample, data, and methodology. Section three presents the empirical results and final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data were gathered from 133 respondents through questionnaire. The study employed convenience sampling method. The respondents' views were collected on knowledge acquisition, knowledge sharing, knowledge storing,

information technology, organizational culture and organizational performance. This study is based on descriptive as well as causal comparative research designs.

The model

The model used in this study assumes that organizational performance depends upon knowledge management. The dependent variable selected for the study is organizational performance. Similarly, the selected independent variables are knowledge acquisition, knowledge sharing, knowledge storing, information technology, and organizational culture. Therefore, the model takes the following form:

Organizational performance = f (knowledge acquisition, knowledge sharing, knowledge storing, information technology, and organizational culture).

More specifically,

$$OP = \beta_0 + \beta_1 KA + \beta_2 KS + \beta_3 KST + \beta_4 IT + \beta_5 OC + e$$

Where,

OP = Organizational performance

KA = Knowledge acquisition

KS = Knowledge sharing

KST = Knowledge storing

IT = Information technology

OC = Organizational culture

Knowledge acquisition was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Our employees involve in interaction with their co-workers in order to acquire new information of usefulness”, “Employees in our organization consider their knowledge as an organizational asset and not their own source of strength” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.706$).

Knowledge sharing was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Useful knowledge can be easily shared and acted upon”, “People at work place share their experience and knowledge willingly” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.735$).

Knowledge storing was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Documented procedures centrally stored for the ease of access across the firm”, “Stored knowledge is quite important, relevant and latest” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.770$).

Information technology was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for

strongly agree. There are 5 items and sample items include “In our organization, IT tools are used to store data on implemented projects, task and activities”, “IT tools in our organization are simple to use and have a user-friendly interface” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.779$).

Organizational culture was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Knowledge sharing and learning are valued in my company culture”, “Corporate culture affects retention” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.771$).

Organizational performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “In our organization good work are rewarded accordingly”, “Our organization promotes cooperation and exchange of experience among employees” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.860$).

The following section describes the independent variables used in this study along with the hypothesis formulation.

Knowledge acquisition

Knowledge acquisition is the process of extracting, structuring, and organizing knowledge from human experts. Koohang *et al.* (2017) examined the impact of leadership on trust, knowledge management, and organizational performance. The study revealed that there is a positive and significant impact of knowledge acquisition on organizational performance. Similarly, Gatuyu and Kinyua (2020) examined the role of knowledge acquisition on firm performance in the context of small and medium enterprises in Meru County, Kenya. The study concluded that knowledge acquisition has a significant and positive impact on performance of Small and Medium Enterprises (SMEs) in Meru County. Likewise, Ali *et al.* (2018) observed the impact of knowledge sharing and absorptive capacity on project performance: the moderating role of social processes. The study found that trust and knowledge management have positive impact on organizational performance. Further, Papa *et al.* (2020) examined the improving innovation performance through knowledge acquisition: the moderating role of employee retention and human resource management practices. The study found that knowledge acquisition has a positive impact on organizational performance. Likewise, Abualoush *et al.* (2018) examined the role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. The results indicated that knowledge management infrastructure has a positive impact on knowledge management process. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between knowledge acquisitions and organizational performance.

Knowledge sharing

Knowledge sharing refers to the process of exchanging information between people, teams, or organizations. Abbas (2020) investigated the impact of total quality management on corporate sustainability through the mediating effect of knowledge management. The

study showed that knowledge sharing has a positive impact on corporate environmental and economic sustainability, but not on corporate social sustainability. Similarly, Shahzad *et al.* (2020) examined the influence of knowledge management process on corporate sustainable performance through green innovation. The study stated there is a positive relationship between knowledge dissemination organizational performances. Moreover, Munoz-Pascual *et al.* (2019) investigated the human resource management contributions to knowledge sharing for a sustainability-oriented performance: A mixed methods approach. The study showed that knowledge sharing has a positive impact on organizational performances. Likewise, Rubel *et al.* (2021) examined the influence of green human resources management (HRM) practices on green service behaviors: the mediating effect of green knowledge sharing. The study revealed a significant positive direct influence of green human resource management (GHRM) on green in-role, extra-role service behavior and green knowledge sharing. Similarly, Alnaimi *et al.* (2021) examined the perceived organizational support, psychological entitlement, and extra-role behavior: The mediating role of knowledge hiding behavior. The result showed that the perceived organizational support has a positive impact on extra-role behavior and also showed that the psychological entitlement has a positive impact on knowledge hiding behavior. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship knowledge sharing and organizational performance.

Knowledge storing

Knowledge storing is typically stored in the form of a knowledge repository, which includes documents, reports and databases. Dzenopoljac *et al.* (2018) analyzed the impact of knowledge management processes on business performance: Evidence from Kuwait. The result revealed that all 4 KM processes examined (i.e., knowledge generation and development, codification and storage, transfer and sharing, and use and evaluation) have a positive and significant impact on perceived business performance. Similarly, Chen *et al.* (2021) investigated the fintech and commercial banks' performance in China: A leap forward or survival of the fittest. The study revealed that the perceived usefulness (PU) of fintech products (FTP) has positive and significant impacts on customer satisfaction, low expectation of bank employee assistance, bank's service quality and employee work efficiency. Likewise, Delshab *et al.* (2021) investigated the impact of unlearning context on organizational performance through knowledge management: A case of community sport clubs in Iran. The study indicated that unlearning context had positive effects on knowledge management and organizational performance. Similarly, HA (2020) examined that the impacts of empowerment on the teamwork performance: Evidence from commercial banks in Vietnam. The result showed that the empowering leadership factor has a directly positive impact on Knowledge Sharing and Teamwork Performance, which means when the Empowering Leadership is positive, the Knowledge Sharing and Teamwork Performance will increase. Likewise, YuSheng and Ibrahim (2020) investigated the innovation capabilities, innovation types, and firm performance: evidence from the banking sector of Ghana. The study revealed a significant and positive relationship between the dimensions of innovation (market, process, and product innovations) and firm performance. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between knowledge storing and organizational performance.

Information technology

Information technology (IT) is the use of any computers, storage, networking and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data. Saeidi *et al.* (2019) analyzed the impact of enterprise risk management on competitive advantage by moderating role of information technology. The finding showed that enterprise risk management (EMR) had a positive relationship with the firms' competitive advantage. Similarly, Abualoush *et al.* (2018) investigated the role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. The result indicated that knowledge management infrastructure had a positive effect on knowledge management process. Likewise, Khin and Ho (2018) examined the digital technology, digital capability and organizational performance: A mediating role of digital innovation. The result showed that digital orientation and digital capability have positive effect on digital innovation and also that digital innovation mediates the effect of technology orientation and digital capability on financial and non-financial performance. Similarly, Zhang *et al.* (2019) investigated the influence of management innovation and technological innovation on organization performance. A mediating role of sustainability. The result indicated that management innovation and technological innovation significantly positively contribute to sustainability and organization performance. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between information technology and organizational performance.

Organizational culture

Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members. Imran *et al.* (2022) investigated the mediating role of innovation in the relationship between organizational culture and organizational performance in Pakistan's banking sector. The results indicate that while the dimensions of organizational culture and innovation have a clear and positive influence on organizational performance, organizational culture and mission have an insignificant relationship with organizational performance in the presence of innovation. Likewise, Kawiana *et al.* (2021) analyzed the effects of leadership and psychological climate on organizational commitment in the digitization era. The results showed that in the digital era, leadership has a positive effect on organizational commitment, psychological climate, and in the end, will provide positive organizational commitment. Similarly, Azeem *et al.* (2021) investigated the expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. The result revealed that organizational culture, knowledge sharing, and organizational innovation positively affect competitive advantage. Likewise, Ha (2020) examined the impact of organizational culture on the accounting information system and operational performance of small and medium sized enterprises in Ho Chi Minh City. The results show that mission, involvement and inconsistency in organizational culture positively affect the accounting information system of small and medium-sized firms in Vietnam. Similarly, Alassaf *et al.* (2020) analyzed the impact of open-border organization culture and employees' knowledge, attitudes, and rewards with regards to open innovation: an empirical study. The result found that a positive mediating effect of employees' knowledge and rewards on performance. In addition, AlHamad *et al.* (2022) examined the effect of electronic human

resources management on organizational health of telecommunications companies in Jordan. The results of the study showed that organizational culture has a positive impact on organizational performance. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between knowledge management and organizational performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents the Kendall's Tau correlation coefficients between dependent and independent variables. The correlation coefficients are based on 133 observations. The dependent variable is OP (Organization performance). The independent variables are KA (Knowledge acquisition), KS (Knowledge sharing), KST (Knowledge storing), IT (Information technology) and OC (Organizational culture).

Variables	Mean	S.D.	OP	KA	KS	KST	IT	OC
OP	4.096	0.785	1					
KA	3.925	0.725	0.330**	1				
KS	4.092	0.709	0.416**	0.307**	1			
KST	4.066	0.713	0.459**	0.249**	0.496**	1		
IT	4.092	0.718	0.358**	0.161*	0.280**	0.390**	1	
OC	4.080	0.682	0.500**	0.257**	0.339**	0.427**	0.454**	1

Note: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent levels respectively.

Table 1 reveals that knowledge acquisition is positively correlated to organizational performance. It indicates that high standard knowledge-based system leads to increase the organizational performance. Similarly, knowledge sharing is positively correlated to organizational performance. It indicates that culture of knowledge exchanged among the employs leads to increase the organizational performance. Likewise, knowledge storing is positively correlated to organizational performance. It indicates that effective knowledge storing mechanism leads to increase the organizational performance. Further, information technology is positively correlated to organizational performance. It indicates that better the information technology, higher would be the organizational performance. Moreover, organizational culture is positively correlated to organizational performance. It indicates that adaptive organization culture leads to increase the organization performance.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it shows the regression results of knowledge acquisition, knowledge sharing, knowledge storing, information technology, organizational culture on organizational performance.

Table 2

Estimated regression result of knowledge acquisition, knowledge sharing, knowledge storing, information technology, organizational culture on organizational performance

The results are based on 133 observations by using linear regression model. The model is $OP = \beta_0 + \beta_1KA + \beta_2SM + \beta_3KST + \beta_4IT + \beta_5OC + e$ where the dependent variable is OP (Organizational performance). The independent variables are KA (Knowledge acquisition), KS (Knowledge sharing), KST (Knowledge storing), IT (Information technology) and OC (Organizational culture).

Model	Intercept	Regression coefficients of					Adj. R _{bar} ²	SEE	F-value
		KA	KS	KST	IT	OC			
1	1.882 (5.842)**	0.584 (6.991)**					0.266	0.672	48.871
2	1.692 (4.972)**		0.587 (7.166)**				0.276	0.667	51.354
3	1.155 (3.863)**			0.723 (9.986)**			0.428	0.593	99.714
4	1.462 (4.556)**				0.644 (8.329)**		0.341	0.637	69.379
5	0.820 (2.753)**					0.803 (11.157)**	0.483	0.564	124.477
6	0.879 (2.437)*	0.293 (3.863)**	0.415 (4.903)**				0.376	0.620	40.749
7	0.332 (0.985)	0.293 (3.863)**	0.126 (1.380)	0.516 (5.726)**			0.498	0.555	44.736
8	0.047 (0.138)	0.247 (3.335)**	0.124 (1.418)	0.372 (3.874)**	0.282 (3.482)**		0.538	0.533	39.477
9	0.281 (0.862)	0.189 (2.664)**	0.124 (1.418)	0.257 (2.721)**	0.126 (1.486)	0.402 (4.208)**	0.592	0.501	39.246

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Organizational performance is dependent variable.

Table 2 shows that the beta coefficients for knowledge acquisition are positive with organizational performance. It indicates that knowledge acquisition has a positive impact on organizational performance. This finding is consistent with the findings of Koochang *et al.* (2017). Similarly, the beta coefficients for knowledge sharing are positive with organizational performance. It indicates that knowledge sharing has a positive impact on organizational performance. This finding is consistent with the findings of Alnaimi *et al.* (2021). Likewise, the beta coefficients for knowledge storing are positive with organizational performance. It indicates that knowledge storing has a positive impact on organizational performance. This finding is consistent with the findings of YuSheng and Ibrahim (2020). Similarly, the beta coefficients for information technology are positive with organizational performance. It indicates that information technology has a positive impact on organizational performance. This finding is consistent with the findings of AlHamad *et al.* (2022). Additionally, the beta coefficients for organizational culture are positive with organizational performance. It indicates that organizational culture has a positive impact on organizational performance. This finding is consistent with the findings of Kawiana *et al.* (2021).

4. Summary and conclusion

Knowledge management is the process of creating value from an organization's intangible assets. It plays an important role as potential enablers of working skills and to

improve the capacity of the teams to enhance the ways as they share knowledge and the tools that they use. Knowledge management is linked logically and frequently identified as an important antecedent of innovation performance. It is an important process in modern organizations since successful knowledge sharing can result in shared intellectual capital, an increasingly important resource.

This study attempts to examine the impact of knowledge management on organizational performance in Nepalese Commercial banks. The study is based on primary data of 133 respondents.

The major conclusion of the study is that knowledge acquisition, knowledge sharing, knowledge storing, information technology and organizational culture have positive impact on organizational performance. The study also concludes that organizational culture followed by knowledge storing is the most significant factors that explain the impact of knowledge management on organizational performance.

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