Knowledge Management and Employee Job Performance in Nepalese Banking Sector

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ABSTRACT

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 its positive impact on organizational performance. This study investigated the extent to which selected commercial banks in Nepalese have implemented knowledge management practices and how it has contributed to the employee job performance. A sample of 145 employees of commercial banks in Kathmandu valley was taken for the study. The results indicate that effective knowledge management may be an important source of achieving long term sustainable competitive advantage of banking industry. The study on the practice of knowledge management on employee job performance has traced out positive causal relationship with knowledge management process variables which includes knowledge creation and acquisition, knowledge filtering, knowledge exchange and knowledge development. Thus, managing knowledge gain incredible importance in banking industry to promoted organizational survival and gaining and sustaining competitive edge.

Keywords: *Knowledge Management, Employee Job Performance, Nepalese Banking Sector.*

INTRODUCTION

In this 21st century, prime resource of any organization is not its financial resource or technical resources but it is the knowledge which is enclosed in the mind of its human (Malhotra 1997). Knowledge management is managing the corporation's knowledge through a systematically and organizationally specified process for acquiring, organizing, sustaining, applying, sharing and renewing both the tacit and explicit knowledge of employees to enhance organizational performance and create value (Allee, 1997). Knowledge base resources are the path or way that follows in order to have a sustainable competitive edge to the organization. One of the key benefits of introducing KM practices in organisations is its positive impact on organisational performance.

Likewise, knowledge management positively affects organisational outcomes of company innovation, product improvement and employee improvement (Rasula et al., 2012). It is more imporatant in the service sector especially in an financial institute like banks. Chigada & Ngulube

(2015), knowledge management practices in the banking situation should be actions aimed at improving the internal flow and use of information and knowledge, and banks can be a major participant in these activities. Banks require to proactively improvising products, exit projects and product lines in the competitive scenario and ever changing customers' expectation.

By rapidly exploiting and applying fragmented internal and external knowledge, a bank can reliably detect emerging windows of opportunity before competition takes the market by surprise. Improving the knowledge management process is closely related to evaluation of the results derived from the knowledge management applications. 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 (Wang et al. 2006). The importance of Knowledge Management as a critical tool in organization and the society (Omotayo, 2015).

In the context of Nepal, it is believed that by sharing of knowledge, the organization will benefit in the long run. However, the success of knowledge management lies in the role played by the organization, the developers and the users themselves. In the context of very little literatures in context of the relationship of knowledge management and the employee job performance. This study investigated the extent to which selected commercial banks in Nepalese have implemented knowledge management practices and how it has contributed to the employee job performance.

OBJECTIVE OF THE STUDY

The major objective of the study is:

- To explore the practices of knowledge management in Nepalese private commercial banks.

- To examine the effect of knowledge management on employee job performance in Nepalese commercial banks.

LITERATURE REVIEW

Job performance may be evaluated in terms of the output of an employee in a specific period of time. Employees are required to use their knowledge for making decisions and performing tasks perfectly for the organizational success. Knowledge has no value unless it consistently used or applied in the right way at the right place and at the right time. Job performance may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses (Lam & Burton, 2006). Employees are required to use their knowledge for making decisions and performing tasks perfectly for the organizational success. Knowledge has no value unless it consistently used or applied in the right way at the right place and at the right time.

Ugurlu & Kizildag (2013), knowledge management is defined as the process of creating, storing, transferring, applying and saving organizational knowledge. Knowledge management process developed employees regarding the increment of their knowledge regarding the job performance activities as well as support to achieve the goal of knowledge management (Tienne et. al. 2004).

Darroch (2003) suggests that knowledge acquisition is about valuing employee's attitudes and opinions and encouraging employees to up-skill, having a well-developed financial reporting system. Knowledge acquisition refers to the knowledge that a firm can try to obtain from external and internal sources the external sources include suppliers, competitors, partners, alliances, customers and external experts. This activity refers to the revision of the knowledge gained to fit the needs of the organization as well as to identify knowledge task of the organization to be disseminated and shared among individuals in the organization (DeTtienne et al., 2001).An organization can achieve a competitive edge by creating by using knowledge management processes in business (Rasula et.al. 2012).

Likewise, the higher the effectiveness of knowledge storage in an organization has the greater the effect in the knowledge management (Rasula et.al. 2012). Knowledge storage refers to organizational memory processes, where information and knowledge are formally stored in the knowledge management system physical memory systems, and informally retained in the values, norms, and beliefs associated with organizational culture and structure (Walsh and Ungston, 1991).

The improvement of exchanging of knowledge effects the knowledge management positively (Rasula et.al. 2012). Bourini, Khawaldesh and AlQudah (2013) revealed that obtained knowledge need to be distributed and exchanged between personnel and organization including in all department. Teece (1998) indicates that the relationship between knowledge and performance is viewed in a way that knowledge contributes to performance through innovation.

Knowledge management motivates people to build communication channels and guide others to share knowledge. The basic goal of managing the knowledge to the knowledgeable employees and to guide them towards the right path in achieving those goals (Debowski, 2006).

Banking knowledge management model which encompasses knowledge creation, knowledge retention and knowledge sharing and more importantly, how each of these elements can be integrated in enhancing the quality of banking operations (Ali & Ahmad, 2006).Knowledge management are mainly focus on knowledge creation & acquisition, distribution and exchange of the organization information because knowledge play a very important role in

promoting interacting environment (Freeze et.al (2007).Likewise, Alrawi & Elkhatib (2009), a suggested model how knowledge creation, knowledge sharing, and knowledge acquisition integration can enhance the competitive edge and operations quality of these institutions in the UAE.

Pawlowski and Bick (2012) The findings of the study revealed development knowledge management framework trying to stimulate discussion and initiating a broad initiative working towards global knowledge management for identifying the job performance. Freeze, et al. (2007), said that knowledge management support encouragement in employee's job performance also cooperative role in employee's culture as the fundamental for the success of knowledge management initiatives in an organization. Effective knowledge management organization creates dynamic capabilities through the acquisition, creation, sharing and retention of knowledge. Knowledge management organization is designed to enable best practices in business (Chigada & Ngulube, 2015). Alrawi & Elkhatib (2009), knowledge management is a valuable instrument in improving performance.

Rono (2011), effective knowledge management may be an important source of achieving long term sustainable competitive advantage. The effective management of knowledge has been described as a critical ingredient for organization seeking to ensure sustainable strategic competitive advantage. Knowledge management is a key driver of organizational performance and a critical tool for organizational survival, competitiveness and profitability (Omotayo, 2015).

In similar manner, in the context of Nepal, few studies such as Baniya, (2004), Rijal (2006), Adhikari (2008), Katuwal (2011), Gautam & Rijal (2012), and Chaudhary (2012) had concentrated to knowledge management. Baniya, (2004), revealed that knowledge management regards human resource as the precious asset of an organization. The study reveals that there is a lack of systematic knowledge management approach towards human resource development in Nepalese business organizations. Rijal (2006) examined the application of knowledge management system in Nepalese commercial banks. The Nepalese commercial banking sector is very competitive.

Adhikari (2008), revealed that the roles of knowledge management programs and knowledge creation and transfer for increasing the effectiveness of organizational performance. The knowledge management tools that help the process of collecting and organizing the knowledge of groups of individuals have also been presented.

Katuwal (2011), knowledge management enhances productive capacity of human resources and improves individual lives to enrich wider society.

It has been experience positive relationship between knowledge creations in the form of education, supporting the exchange of information that increase in educational attainment and leads to increase in job productivity level of different employees in the organization.

Likewise, Gautam & Rijal (2012), knowledge management suggest strategies for quality information. Commercial banks of Nepal are encouraging employees to upgrade their knowledge and skill as the benefit is based on educational qualification and training after performance, they provide paid leave to participate in training and for further education.

Chaudhary (2012) indicates that a fit between business and knowledge management strategy are significantly related to better organizational performance through effective management of human resource strategy in organizations.

CONCEPTUAL FRAMEWORK

A conceptual framework of the study deals with review of empirical studies associated with the practice of knowledge management on employee job performance of Nepalese commercial banks. The dimensions of knowledge management are framed in knowledge creation &acquisition, knowledge filtering, knowledge storage, knowledge exchange and knowledge development as exogenous variables and employee job performance dependent variables.

RESEARCH METHODOLOGY

Research Design

The descriptive research design has been adopted for fact-finding and searching adequate information about factors affecting employee job performance of the banks. A causal comparative research design has also been adopted in this study which seeks to find cause and effect relationships between independent and dependent variable.

Research Design, Sampling and Procedure

This study was a quantitative approach towards descriptive and casual research design for the

empirically examine the research variables for this study.

A descriptive research design is used for addressing the first research objective. Similarly, the need of explanatory/casual research design reflects to examine the relationship and impact of independent variable over the dependent variable in the study.

A sample of 200 employees of private commercial banks in Kathmandu valley was framed for the study. For the reliability of perception of the employee towards their organization or the supervisor, employee having at least one (1) year of experience with current organization was considered as valid sample. The data was collected from these banks with convenience sampling, in which 200 questionnaires were distributed out of which 145 questionnaires were utilized for further analysis, after collecting the questionnaire with more than two reminders. The response rate was 72.5%. The individual sample from the following banks were obtained Century Bank limited (12), Bank of Kathmandu Lumbini Limited (21), Sunrise Bank Limited (6), Sanima Bank Limited (10), Civil Bank Limited (12), Janata Bank Limited (10), NMB Bank (9), Everest Bank Limited (10), Citizen International Bank (10), Mega Bank Limited (12), Nabil Bank Limited (9), Global IME Bank Limited (10) and Prabhu Bank Limited (12).

For the analysis of data, SSPS 24v has been used. Descriptive analysis and inferential statistics has been utilized for the study.

Instrumentation

Questionnaire was developed in alliance with the conceptual framework; altogether 33 opinion statements were developed. The opinion statements for understanding knowledge management practice 29 opinion statements and 4 opinion statements were developed for employee job performance. The questionnaire was developed in five point Likert Scale i.e., include strongly agree, agree, neutral, disagree and strongly disagree. The Cronbach's alpha for the data was 0.749 which reveals that there consists of internal consistency.

RESULTS

Demographic Profile of the Respondents

The majority of the respondents belong to age group of 26- 35 years (54.48 percent) followed by age 20 to 25 years (23.44 %), 36-40 years (17.93 %) and below 20 and above 40 years is (2.06 %). Likewise, the majority of respondents are related to the bachelor degree which is 61.38 % followed by master's degree that is 26.89 % and intermediate that is 11.52 %. In similar manner, the majority of the respondents found to be married i.e., 60.01 % followed by single that is 22.75%, divorced 10.89 % and widow that is 6.89 %.

Table1. *Respondent Profile*

Category	N	%	Category	N	%
Age (in year)			**Academic qualification**		
Below 20	3	2.06	Intermediate	17	11.52
20 to 25	34	23.44	Bachelor	89	61.38
26 to 35	79	54.48	Masters	39	26.89
36 to 40	26	17.93	**Total**	**145**	**100**
Above 40	3	2.06			
Total	**145**	**100**	**Marital status**		
Gender			Single	33	22.75
			Married	87	60.01
Male	89	61.38	Widow	10	6.89
Female	56	38.62	Divorced	15	10.89
Total	**145**	**100**	**Total**	**145**	**100**

DESCRIPTIVE STATISTICS

Status of Knowledge Creation & Acquisition in Nepalese Commercial Banks

The descriptive results presented in table 2 shows the responses on the five point Likert scale which items about their opinions regarding knowledge creation & acquisition in their respective banks. The mean value of each statement under which eight different questions

were prepared regarding the knowledge management process activities lies between minimum 3.68 to maximum 3.96. So, it can be concluded that the most of the respondents are moderately satisfied with the knowledge creation and acquisition activities implemented by the banks. The composite mean value is 3.86 (SD=0.452), this signifies that knowledge creation and acquisition has a moderately implemented in the sampled banks.

Table2. *Descriptive analysis of Knowledge Creation and Acquisition*

Opinion statement code	Mean	SD
KCA1	3.70	.891
KCA2	3.82	.779
KCA3	3.90	.752
KCA4	3.93	.796
KCA5	3.94	.806
KCA6	3.68	1.032
KCA7	3.96	.744
KCA8	3.94	.784
Knowledge Creation and Acquisition	**3.86**	**.452**

Status of Knowledge Filtering In Nepalese Commercial Banks

The descriptive results presented in table 3 shows the responses on the five point Likert scale which items about their opinions regarding knowledge filtering in their respective banks.

The mean value of each statement under which five different questions were prepared regarding the knowledge filtering activities lies between minimum 3.66 to maximum 3.88. So, it can be concluded that the most of the respondents are moderately satisfied with the knowledge filtering activities implemented by the banks. The composite mean value is 3.77 (SD=0.508), this

signifies that knowledge creation and acquisition has a moderately implemented in the sampled banks.

Status of Knowledge Storage in Nepalese Commercial Banks

The descriptive results presented in table 4 shows the responses on the five point Likert scale which items about their opinions regarding knowledge storage in their respective banks. The mean value of each statement under which five different questions were prepared regarding the knowledge storage activities lies between minimum 3.69 to maximum 4.02.

Table3. *Descriptive analysis of Knowledge Filtering*

Opinion statement code	N	Mean	SD
KF1	145	3.66	.981
KF2	145	3.66	.891
KF3	145	3.78	.916
KF4	145	3.88	.878
KF5	145	3.84	.847
Knowledge Filtering	145	3.77	.508

So, it can be concluded that the most of the respondents are moderately satisfied with the knowledge filtering activities implemented by the banks. The composite mean value is 3.88

(SD=0.593), this signifies that knowledge storage has a moderately implemented in the sampled banks.

Table4. *Descriptive analysis of Knowledge Storage*

Opinion statement code	N	Mean	SD
KS1	145	3.92	.782
KS2	145	3.69	1.064
KS3	145	4.02	.750
Knowledge Storage	145	3.88	.593

Status of Knowledge Exchange in Nepalese Commercial Banks

The descriptive results presented in table 5 shows the responses on the five point Likert scales which items about their opinions regarding knowledge exchange in their respective banks. The mean value of each statement under which nine different questions were prepared regarding the knowledge

management process activities, knowledge exchange lies between mean values of 3.69 to 4.03. So, it can be concluded that the most of the respondents are moderately satisfied with the knowledge exchange activities implemented by the banks. The composite mean value is 3.87 (SD=0.461), this signifies that knowledge exchange has a moderately implemented in the sampled banks.

Table5. *Descriptive analysis of Knowledge exchange*

Opinion statement code	N	Mean	SD
KE1	145	3.79	.973
KE2	145	4.03	.869
KE3	145	3.89	.883
KE4	145	3.69	.976
KE5	145	3.77	.926
KE6	145	3.81	.945
KE7	145	4.07	.895
KE8	145	3.89	1.008
KE9	145	3.93	.863
Knowledge Exchange	145	3.87	.461

Status of Knowledge Development in Nepalese Commercial Banks

The descriptive results presented in table 6 shows the responses on the five point Likert scale which items about their opinions regarding knowledge development in their respective banks. The mean value of each statement under which four different questions were prepared regarding the knowledge management process

activities, knowledge development lies between mean values of 3.75 to 3.92.

So, it can be concluded that the most of the respondents are moderately satisfied with the knowledge development activities implemented by the banks. The composite mean value is 3.83 (SD=0.547), this signifies that knowledge development has a moderately implemented in the sampled banks.

Table6. *Descriptive analysis of Knowledge development*

Opinion statement code	N	Mean	SD
KD1	145	3.81	.866
KD2	145	3.92	.750
KD3	145	3.85	.710
KD4	145	3.75	.961
Knowledge Development	145	3.83	.547

Status of Employee Job Performance in Nepalese Commercial Banks

The descriptive results presented in table 7 shows the responses on the five point Likert scale which items about their opinions regarding job performance in their respective banks. The mean value of each statement under which four different questions were prepared regarding the

employee job performance lies between mean values of 3.99 to 4.25. So, it can be concluded that the most of the respondents are satisfied with their job performance activities in their respective banks. The composite mean value is 4.12 (SD=0.407), this signifies that job performance can be seen at satisfactory level.

Table7. *Descriptive analysis of Employee*

Opinion statement code	N	Mean	SD
JP1	145	4.08	.625
JP2	145	4.17	.589
JP3	145	3.99	.656
JP4	145	4.25	.559
Job Performance	145	4.12	.407

Job performance

Relationship between Knowledge Management and Employee Job Performance

The correlation analysis has been carried out to examine the direction and magnitude of the practice of knowledge management and employee job performance of Nepalese commercial banks. The Pearson correlation

coefficient of different independent variables that includes knowledge creation and acquisition, knowledge filtering, knowledge storage, knowledge exchange and knowledge development with employee job performance has been carried out with 14 commercial banks for the study. The correlation analysis is presented in table 8.

Table8. *Pearson's correlation matrix*

Variables		JP
KCA	Pearson Correlation	.411
	Sig. (2-tailed)	.001
KF	Pearson Correlation	.351
	Sig. (2-tailed)	.007
KS	Pearson Correlation	.328
	Sig. (2-tailed)	.126
KE	Pearson Correlation	.579
	Sig. (2-tailed)	.032
KD	Pearson Correlation	.795
	Sig. (2-tailed)	.022

KCA = knowledge creation and acquisition, KF = knowledge filtering, KS = knowledge storage, KE = knowledge exchange and KD = knowledge development are independent variables.

The result shows that there is positive moderate relationship between knowledge creation and acquisition and employee job performance, r=0.411, p<0.01. Likewise, the knowledge filtering has a positive moderate relationship with the employee job performance, r=0.351, p<0.007. In the similar manner, knowledge exchange and knowledge development have a stronger relationship with employee job performance, r=0.579, p<0.032, r=0.795, p<0.022 and r=0.328, p<0.126 respectively. However, the result indicates that there is no relationship between knowledge storage, the value of p>0.05.

Impact of Knowledge Management on Employee Job Performance

The section basically deals with regression results from various specifications of the models to examine the practices of knowledge management on employee job performance.

The dependent variable for the study is employee job performance whereas the independent variables related to knowledge management process includes knowledge creation and acquisition, knowledge filtering, knowledge storage, knowledge exchange and knowledge development.

Table9. *Regression Analysis: R^2 of Model, ANOVA and Regression Coefficient*

Model		Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
(Constant)		3.030	.460	34.756	.001		
KCA		.255	.085	1.678	.022	0.519	1.926
KF		.169	.075	6.149	.006	0.63	1.587
KS		.039	.067	1.178	.056	0.749	1.335
KE		.290	.090	2.601	.006	0.6	1.668
KD		.132	.064	0.775	.021	0.523	1.912
R	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*		*F*		*Sig.*
.419	.348	.214	.40451		2.395		.030

The impact analysis with the regression analysis presented in table 9 summarizes the explanatory power of the model. R^2 and adjusted R^2 values are reported in the table, R^2 is 0.348 and adjusted R^2 is 0.214.

It suggests that there is a fair degree of explanatory power in the model. The variation in the employee job performance is explained to the extent of 21.4%.

The F-test of overall significance determines the relationship is statistically significant, this means that there is a fair degree of association between exogenous and endogenous variables used in model.

The impact of individual dimension of knowledge management i.e., knowledge creation and acquisition has impact of 25.5% (t=1.678, p<0.05); knowledge filtering has 16.9% (t=6.149, p<0.01); knowledge exchange has 29% (t=2.601, p<0.01); knowledge development has 13.2% (t=0.775, p<0.05). However, the impact of knowledge storage was not statistically significant as the value of t=1.178, p<0.05.This suggests that the impact of individual dimension of knowledge management i.e., knowledge creation and acquisition, knowledge filtering, knowledge exchange, knowledge development has a positive impact towards the employee job

performance, whereas, the impact of knowledge storage was not statistically significant.

DISCUSSION

This study indicates that knowledge management is promoted as an important and necessary factor for organisational survival and maintenance of competitive strength. It has also expalened that managing knowledge effectively, attention must be paid on three key components people, processes and technology.It has demonstrated that knowledge management is a key driver of organisational performance and a critical tool for organisational survival, competitiveness and profitability. The result of this research shows that there is a positive relationship of knowledge management and employee job performance. It is aligned with the previous findings like Freeze, et al. (2007), Teece (1998), Alrawi & Elkhatib (2009), Pawlowski and Bick (2012), Rasula, et al., (2012), who revealed that that knowledge management support encouragement in employee's job performance also cooperative role in employee's culture as the fundamental for the success of knowledge management initiatives in an organization.

Likewise, effective knowledge organisations create dynamic capabilities through the acquisition, creation, sharing and retention of knowledge would enable an organisation to improve employee performance. This finding is similar to the findings of Darroch (2003), Danish & Asghar (2014), Tienneetal. (2004),Bourini, Khawaldesh and AlQudah (2013), Ugurlu & Kizildag (2013)as knowledge management practice related to creating, transferring, exchange and development is positive related to organizational employee performance.

In similar manner, this study supports Rasula et.al. (2012) that explains the improvement of exchanging of knowledge effects the knowledge management positively. Danish & Asghar (2014), explained that managing knowledge gain incredible importance in research and industry over the past several years and promoted as essential factor for organizational survival and gaining and sustaining competitive edge.

However, the result of present research contradicts Ugurlu & Kizildag (2013), Walsh and Ungston (1991) in terms of knowledge storing, which has insignificant impact. Further, in the context of the knowledge management practices, the findings of the study revealed that most of the banks did not have a knowledge management strategy in place, despite the high

level of appreciation of the concept of knowledge management. Consequently, most banks did not have the requisite organizational structures and resources for effective knowledge management, this finding aligned with Rono (2011).

CONCLUSION

Effective knowledge management may be an important source of achieving long term sustainable competitive advantage of banking industry. The study on the practice of knowledge managemnt on employee job performance has traced out positive causal relationship with knowledge managemnt process variables which includes knowledge creation and acquistion, knowledge filtering, knowledge exchange and knowledge development. Thus, managing knowledge gain incredible importance in banking industry to promoted organizational survival and gaining and sustaining competitive edge.

MANAGERIAL IMPLICATIONS

Nepalese commercial banks may emphasize on to improve employee job performance of by the process of knowledge management practices. Banks should concern with developing the skills and abilities of the employees. The banks should filter obtained knowledge and determines the most important part to be distributed and exchanged between employees. It can emphasize on proper database system to protect information and provided information to employee whenever needed. The banks may concentrate their regularly review work processes and procedures to ensure up-to-date and use information technology to share and exchange knowledge within the fraternity. Bank should encourage group work as it enables me to share and exchange knowledge with others and also acquired knowledge to determine its importance and role in solving communication problem.

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