

**THE SIGNIFICANCE OF KNOWLEDGE MANAGEMENT PRACTICES IN
PERFORMANCE OF BANKING SECTOR OF PAKISTAN: MEDIATION MODEL OF
ORGANIZATION CULTURE**



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DEDICATION

To
My Mother, Brother and Father.
I did it for YOU

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In the name of Allah Who is the most Merciful and Beneficent Who taught man the use of pen and taught man what he did not know. I am thankful to Almighty Allah for giving me power and determination to complete this thesis. It was a journey full of learning, practical and personal growth. We extol our adored HOLY PROPHET (S.A.W.S.) whose spiritual motivation to seek knowledge always remained our passion which has enabled us to become part of this extraordinary family of research.

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ABSTRACT

Knowledge Management (KM) has advanced from a rising idea to an inexorably regular capacity in business associations. It is an open mystery that banking has changed over into the matter of data from the financial matters. The instability of worldwide business condition constrained and drove the banks to receive Knowledge Management (KM) Practices is the best tool to execute the performance building. KM is similarly essential and significant for banks all things considered for different establishments and associations. The Banking industry is focusing to understand the significance and importance of Knowledge management practices and is starting to encouraging the KM practice as important asset to enhance employee performance. But there is thirst in literature to have research on knowledge management practices and its significance in improving the employee performance of banking sector. Therefore, the main purpose of this research is to develop a theoretical and conceptual model of mediating mechanism between KM practices and performance of employees, despite of several studies to find the relationship between KM practices and employee performance, very little concentration has been given to develop the mediating mechanism of organization culture model which is called as CVF model. I have used CVF model as theoretical lens for this lens, because this model is never be testified to determine the relationship between KM practices and employee performance. The CVF model is a prominent and most widely used model in respect of organizational culture research literature inquires about because of its unwavering quality and viability.

The second objective of my research is to examine the proposed conceptual model in the setting of banking industry of Pakistan, which has received no attention with perspective to examine the relationship between KM practices and performance of employees in banking industry of Pakistan. The data is collected through online survey from employees of banking sector and sample includes of employees from all the provinces of Pakistan. A total number of 480 questionnaires were distributed among employees and 430 takes into consideration for research analysis. On the basis of literature review and conceptual model total 32 hypotheses

were developed and tested through mediation analysis and for whole data analysis PLS SEM 3.23 were used.

The conceptual model which were driven from literature is supported by the data, the statistical analysis accepted the hypothesis and demonstrate that all dimensions of organization culture has mediate relationship between four KM practices and employees motivation and satisfaction but exception are there some were supported by partially and some has fully mediation. The finding of this research has sound contribution in theoretical literature, as the CVF model has significant mediation between KM practices and employee performance. This research has also sound practical implications, as research findings endow with constructive information and facilitate deepen the indulgent of banks management, policy makers to satisfy and motivate their employees' tendencies to connect in knowledge management practices

Keywords: Knowledge Management Practices, Organizational Performance, Organizational Culture, Banking Sector, Pakistan

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LIST OF ACRONYMS

SBP	State Bank of Pakistan
KMP	Knowledge Management Practices
CVF	Competing Values Framework
OC	Organization Culture
KT	Knowledge Transfer
KA	Knowledge Application
KC	Knowledge Creation
KS	Knowledge Sharing
CC	Clan Culture
CA	Adhocracy Culture
CH	Hiereacry Culture
CM	Market Culture
ES	Employee Satisfaction
EM	Employee Motivation
KPK	Khyber Pakhutukhan

CHAPTER ONE: THE INTRODUCTION

In some last decades, Knowledge Management (KM) has advanced from a rising idea to an inexorably regular capacity in business associations. It is an open mystery that banking has changed over into the matter of data from the financial matters. The instability of worldwide business condition constrained and drove the banks to receive Knowledge Management (KM) and excuse the administrations so as to increase the upper hand (Dzinkowski, 2019). KM is similarly essential and significant for banks all things considered for different establishments and associations. The upper hand of banks is reliant on their capacity to use the learning. The information-based hypothesis of the association expresses that extreme intensity does not get through the making of new learning instead of the application and sharing of the information (Akran and Hilman, 2018) and positive authoritative culture (Rabelo, Oliveira, and Viena, 2015).

Thus, the association must train their representatives such that they should mindful going to apply and share new and existing learning of an association. Sharing of new and old information further improves the current assortment of learning which at last upgrades the general learning archive of hierarchical learning (Imran, Ilyas, and Aslam, 2018). It is commonly recognized that hierarchical culture is a basic factor of authoritative exhibition and a wellspring of economical upper hand under the states of the contemporary economy (Idris, Wahab and Jaapar, 2015). On account of the appropriately formed authoritative culture, the individuals from a given association can work in amicability with others to accomplish some common objectives.

The primary target of this examination is to direct quantitative research to have the option to make a more extensive arrangement of proof with respect to the connection among KM and performance of employees having organization culture as interceding factor. While execution itself is a helpful measurement, a definitive proportion of significant worth is the capacity to help an association's focused technique. This particularly applies to KM, as information has been viewed as an association's most key resource. It in this way directed an overview requesting that respondents portray their association's inclusion in KM rehearses, the key focal point of their KM activities, a few moderate presentations estimates lined up with key worth orders, monetary

execution measures, and a few relevant variables tending to attributes about its focused condition. Instead of only depict the condition of training in our respondents' associations; we researched the connections among KM practices, transitional and budgetary results, and the association's aggressive condition. The Organization Culture is fundamental to energize connections among people and to encourage the learning stream.

The CVF model is a prominent and most widely used model in respect of organizational culture research literature inquires about because of its unwavering quality and viability. CVF expects to analyze and trigger the adjustments in the Organizational Culture changes while the associations develop and experience outside condition weight. Four overwhelming society types rise up out of the CVF model: group, adhocracy, market, and chain of command. In light of the distinguishing proof of the four CVF social sorts, Cameron and Quinn (2011) created and approved the Organizational Culture Assessment Instrument (OCAI). This instrument uses a survey to check and set up an OC profile. By utilizing OCAI it is conceivable to distinguish the current authoritative profile, just as the liked or wanted one. These distinguished societies can investigate the impact of learning sharing on representative execution.

The present research will survey the impact of KM practices on employee performance will be checked through the interceding impact of organizational culture following the CVF hypothesis. The figured ends may both move future research and discover its application.

1.1 Study Background

Worker execution is the best criteria for evaluating representative against their viability in the organization (Manssori, Yazid and Khatibi, 2018). The main hurdle in the basic workforce and the executive's is Knowledge difficulties of the contemporary time. Henceforth increasingly focused associations are the individuals who adjust their hierarchical conduct to substances of the current workplace. The world itself is always moving with the end goal that organizations of various types need to adjust to outer and inner changes for their own survival (Hemamalini, 2014). As such, to endure and thrive in today's worldwide economy, the idea of the

representative exhibition is imperative to numerous associations and foundations. According to Armstrong 2012, the employee performance is typically based on gender, and their conduct to work and progress on knowledge. Keney (2015) numerous associations have seen the need to put resources into the representative's presentation to improve their proficiencies; this will prompt more noteworthy returns.

Representative execution is capable of to show progress within organization culture, simplicity in utilize the emerging innovation and profoundly active specialists and Sobia, Afsahan, Kamaran and Naser, (2012) and Keney (2015), articulated that the employee performance is expected against the presentation models set by the organization. There are different expectations that can be thought about when expecting performance, for example, utilization of profitability, efficiency, viability, quality and profit measures Ahuja (2015). Kinicki and Kreitner (2007), employees are the mainly important resource of most companies as they can perform the within the firm notoriety and can adversely persuade productivity. Employees are the most of the time extraordinary heft to fundamental effort to be done just as customer devotion and the environment of substance and occasion's execution as indicated by, Yazid, Razali, and Hussin (2012). As indicated by Mehta (2010), the key factors that add to viable KM are human and specialized. Human conduct is the way to progress or disappointment of KM exercises, as KM includes an accentuation on authoritative culture, cooperation, the advancement of learning, and sharing of abilities and experience

Worker execution is contended to be the best commitment a representative can make to an association as it adds to an association accomplishing its vital objectives (Arvey and Murphy 2008). There are various investigations which demonstrate that a high performing representative can create between two to multiple times the yield of a low performing worker (Ackerman and Kanfer, (2013). Leonard-Barton (2015) presented in their analysis that organizations that give importance to knowledge sharing gain more competitive advantage and also consistency learning from the outer environment. O'Dell and Grayson (2008) concerning learning the executives, for example, the procedure of precisely moving learning to the organization staff in an opportune way to help the staff in making the legitimate move to improve the congruity of hierarchical execution: (Groff and Jones 2013). The creation and resulting in the executives of a domain that

urges information to be made, shared, scholarly, improved, composed and used to support the association and its clients. (Abell and Oxbrow, 2014). Wiig (2013, 2015) additionally stresses that, given the significance of information in basically all territories of every day and business life, two learning related viewpoints are indispensable for suitability and accomplishment at any dimension. These are learning resources that must be connected, supported, saved, and used to the biggest degree conceivable by the two people and associations; and information related procedures to make, fabricate, aggregate, sort out, change, move, pool, apply, and defend information.

Information and data are not quite the same as learning albeit still interrelated. On one hand, while information speaks to crude numbers or words about realities, perceptions, or observations; data is prepared information of pertinence and reason. Then again, learning is generally, helpful or noteworthy data. Learning is data that is applicable to a choice. It is great clarifications, and it is arrangements (regardless of whether fractional) to issues individuals had.

Knowledge sharing has turned out to be a standout amongst the most much esteemed wares in the cutting-edge economy. Further, information is viewed as the essential instrument of aggressiveness and advancement in the arrangement of the item chain to the more extensive procedures of local and national monetary improvement (Shapira et al., 2006). A latest global perspective is that within the organization there must be strong organizational learning. Information sharing by employers among staff and employees is very effective in creating a competitive advantage (Uriarte, 2008).

Knowledge Management practices (KM) is a means to pact with accomplishing authoritative goals by utilizing information, or "doing what is expected to benefit from learning assets. Skyrme (2001) characterizes learning the executives as "the unequivocal and efficient administration of indispensable information and its related procedures of creation, association, dissemination, use, and misuse". In the developing economies, KM practices suppose to be a key job and have been generally used by numerous companies as a prominent among the most excellent methods for making progress in the information era Malone (2002).

Learning the executives is very essential to associations in different perspectives, for example, creating data and correspondence innovation inside the association; it empowers the development. It is an open mystery that banking has changed over into the matter of data from the matter of cash (Lamb, 2001). The unpredictability of worldwide business condition constrained and drove the banks to receive learning knowledge the board (KM) and legitimize the administrations so as to increase the upper hand (Dzinkowski, 2001). KM is similarly basic and significant for banks for what it's worth for different establishments and associations. The upper hand of banks is reliant on their capacity to use the information. The information-based hypothesis of the association expresses that extreme aggressiveness does not get through the making of new learning instead of the application and sharing of the learning (Grant, 1996). In this way, the association must train their representatives such that they should mindful going to apply and share new and existing learning of an association. Sharing of new and old information further improves the current group of learning which at last upgrades the general learning archive of authoritative learning.

Studies did in the correspondence business have demonstrated that the absence of representative exhibition influences the correspondence procedure in the budgetary part of Pakistan. These issues have made it practically unthinkable for some correspondence administration to provide food for their workforce staff need, expertise and experience to do their objectives (Yang (2010), (Hemamalini Suresh, 2014) Nowduri and Al-Dossary (2012). What the potential reasons and the answers are for conquered the circumstance? In particular, the aim of this assessment is to experimentally inspect the impact of Knowledge management practices on Employee performance with mediation role of organizational culture in the financial institutions in Pakistan.

The current financial emergency of Pakistan necessitates that associations esteem its advantages/assets at exactly that point associations can accomplish an edge and can develop. Furthermore, among every other part, the prime division is a money related segment where the board of information is as critical as blood forever. Subsequently, the focal point of this examination is in the banking area of Pakistan. This exploration is mainly putting accentuation on the disclosure of those critical components which powerfully affect the executives of

information inside the association. Along these lines, elements of worry in this article are information sharing practices, representative execution, and hierarchical components.

1.2 Knowledge Management Practices in Banking Sector

The application of Knowledge management practices in financial institutions starts by the World Bank during 1996 along with was trailed by other financial institutions in a small number of advanced nations, for example, USA, UK, Australia, Portugal, Germany, Canada, and Japan, toward the start of the most current decades. In any case, that was as yet constrained. In reality, a study intended for by the International Data Corporation crosswise more than 600 financial institutions in Western Europe in about two thousand found just 20% of all financial institutions connected a Knowledge management procedure. In this manner, the European financial division burned through \$155.4 million on knowledge practices frameworks in 2000 and intended to arrive at \$511.4 million by 2004 (Ribiere along with Chou, 2001). Amidst the most recent decade, the use of KM began in some building up nations' banks, for example, UAE, Libya, Malaysia, Lebanon, KSA and Tunisia, and the Bangladesh, at that point reached out to Indonesia, China, India and Pakistan.

The definition by Turban et al. (2014) illustrated that associations ought to have frameworks set up that help the procedure of learning sharing. A genuine case of such frameworks would be PC based frameworks due to its speed, capacity to store huge volumes of data and recovery abilities. Information sharing empowers associations, for example, banks to combine towards learning entrances as opposed to isolate storehouses of information (Moneyweb 2013). Learning sharing happens during acceptance (of new representatives) or when workers quit the association. Educated and experienced workers who have information ought to be happy to share it. Learning shared by people and by a network of training ends up hierarchical information.

Shah et al. (2014) explored the information the board rehearses in the client administration and loaning branches are one of Pakistan's top retail and commercial banks and

revealed that KM procedures need to be additionally improved. In spite of the fact that fundamentals of knowledge sharing are apparent from the KM practices in various divisions of the bank, the restrictions, for example, protection from the change of the executed KM frameworks are blocking the adequacy of the information the executive's procedure. Additional preparation and motivators are expected to expand information creation and sharing. In addition, an unmistakably explained KM technique alongside progress criteria and responsibility and backing from senior administration is required. There was a serious absence of learning the executives consider in Bulgarian setting as a rule and Bulgarian financial area specifically.

According to the discussion by Ahmad et al., (2015) there is a positive effect of learning obtaining, information change, information application, learning insurance on authoritative execution. Learning creation, move, and application is essential for an association's survival. Without information, the board exercises associations will endure if there should be an occurrence of high worker turnover. Particularly in the event of administrations area where the deliverable is indivisible and redone arrangement is required in light of an inquiry. Without teach the executives, a perpetual client whose foundation data is as of now with the association however not being overseen appropriately can be lost. Learning will be used by hierarchical staff for performing routine exercises. Information picked up by representatives and used in routine business exercises results in innovativeness which results in an item or administration development. Item or administration development drives an association to consumer loyalty. Information the executives likewise decrease item or administration cost by improving operational stream and lessening inefficient exercises. By actualizing information, the executives exercise associations can pick up a preferred position as excellent items and administrations.

By overseeing learning firms can likewise react rapidly to the natural changes. Thusly associations can hold existing just as new clients giving them often inventive items and administrations. It will result in steadfast clients and increased monetary benefits. Along these lines, associations which are in absence of executing learning the board frameworks can improve their exhibition by actualizing information the executive's practices embraced by other effective association, s. There is likewise needed to distinguish different variables which can influence information the board. Without considering their significance a few associations actualized

learning the board frameworks yet neglected to accomplish wanted targets. After effects of this examination are in adaptation to as of now contemplates (Vaccaro et al., 2010) Expressed that learning organization instruments are explicitly associated with higher cash related execution. (Holsapple and Wu, 2011) Identified the impact of data organization on execution inside an association and results confirmed learning organization is elite inside an association.

Affiliations which have viably executed learning organization activities are in a better position than gather data about their present customer's future essentials, learning expanded about customers can be spared in chronicles, there will be no risk of faculty turnover in light of the way that an enormous part of the data constrained by people is authoritative asset. Associations can switch overtaking in got from customers and staff into useful shape with the objective that it very well may be used as a section without limits for operational activities and also key decision making. Data picked up and changed over from different sources is futile except if affiliation does not have any kind of affect it into its activities and furthermore essential decision making. Data organization enables the relationship to ensure that learning should be associated where it is required, and old data is discarded. On the off chance that quite possibly all the learning picked up by affiliation is available to unimportant people within an affiliation and what's more various affiliations, it won't give the purpose of inclination to the relationship as business part pioneers, so data constrained by an affiliation should be verified. So, affiliations can guarantee its data by executing learning organization practices which will overhaul its execution by limiting odds of corporate knowledge.

1.3 Why Measure Employee Performance of Banking Sector

Execution of workers of an association is a key worry of administrators independent of their dimension and position (Dhammike, 2013). Estimating worker work execution to ceaselessly improve qualities to work of employees and outcome is a key portion of the exhibition the board audit procedure. Routinely measurements integrate effectiveness, quality in work, devotion to institute esteems, and cooperation. Representative execution generally alludes to the measure of yield created from occupation execution by a worker over a specific timeframe

in an association. The early origination of worker execution is to a great extent sponsored by logical administration. Thought concerned just the amount of yield of carrying out a responsibility. Nonetheless, the components of both amount and quality were added to the worker execution later in evaluating the execution of representatives. Productivity, adequacy, and quality were recognized as the real components of the representative exhibition (Lee, Lian, and Chen, 1999), which got much acknowledgment among scientists. Productivity alludes to the rate of yield on employment execution and furthermore complying with the time constraints for completing occupation errands.

Adequacy, then again, speaks to the objective achievement rate by a specific worker. Specialists have used different techniques for estimating work execution and discovered different elements of it (Luo, Shi, Li, and Miao, 2008) since worker execution is said to be a multidimensional build (Befort and Hattrup, 2003). This has actuated both specialist and analysts to distinguish the components of worker execution with the point of overseeing representative execution in associations. Though the builds of representative presentation have been analyzed widely in the board writing (Borman, et. al, 1999), various thoughts on the originations of execution can be recognizable. One of the real concerns is to the estimation of individual work execution in hierarchical research (Bennett, Lance, and Wochr, 2014).

Worker execution in associations has found to have huge ramifications for the general execution of the association and its adequacy independent of their tendency. In spite of the fact that presentation is viewed as a total idea, specialists have recognized measurements related with it and thought of it as a multidimensional develop (Shaw, Delery, and Abdulla, 2003). A number of estimation models of worker execution have been created and tried in the field of the board over the previous decades (Motowidlo and Van Scotter, 1994). Notwithstanding, utilizing a proper model for estimating the presentation depending on the setting is a requirement for a powerful exhibition the board framework.

1.4 Competing Values Framework

Quinn and Rohrbaugh in 1983 determined the CVF model of organization culture by investigating the relationship between Campbell's (1977) adequacy criteria. In two sections, they both requested that seven scholastic specialists assess and one of Campbell's 30 adequacy criteria were applicable for organizational culture viability and examined reactions with a multidimensional scale. Results uncovered that a three-dimensional symmetrical arrangement was the most excellent depiction of these viability criteria. These three fundamental dimensions, which were alluded to as center, arrangement, and means/closes, were planned to speak to contending basic beliefs that "speak to what individuals esteem about an association's exhibition" (Cameron and Quinn, 1999). The formation of the CVF Figure below delineates that the elements of center and arrangement overlay to characterize the four social sorts including the CVF: tribe, adhocracy, market, and progression.

The center measurement (even hub in Figure below) separates adequacy criteria that underline inside capacities, joining, and solidarity of procedures from those that middle on an outside direction and separation. The structure measurement (vertical pivot in Figure below) separates adequacy criteria that attention on adaptability and circumspection from criteria that underline dependability and control. The CVF's third model worth measurement implies closes, is the hypothetical premise whereupon the CVF designers elucidate why each culture type is related to a particular key push and a remarkable arrangement of viability criteria. Specifically, the third measurement clarifies the practices that radiate from qualities and convictions. These practices are the components (implies) through which culture types are connected with wanted viability criteria (closes). Expressed in an unexpected way, an aggregate's qualities and convictions are the social standardizing desires that illuminate individuals how they should carry on (Meglino and Ravlin, 1998; O' Reilly, Chatman, and Caldwell, 1991).

Practices (taking an interest, going out on a limb, being forceful, holding fast to rules) consequently influence representatives' demeanors and substantial work yield. Figure below delineates the essential presumptions, convictions, qualities, and ancient rarities basic each social

sort alongside the adequacy criteria anticipated to identify with each kind. Since adequacy criteria are connected, recollect that culture types are bound to have fluctuating associations with viability criterion rather than inverse connections, as one would expect if the social kinds were genuinely dichotomous.

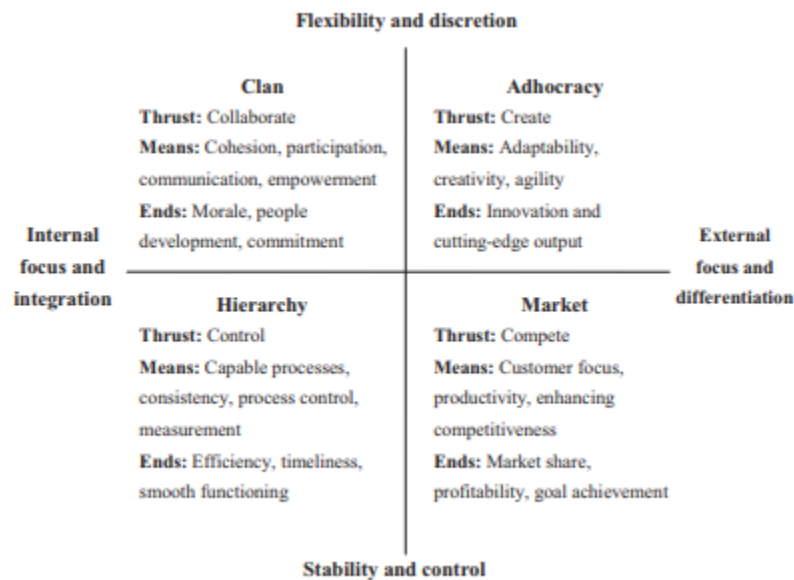


Figure 1.1: Competing Values Framework

Source: Cameron and Quinn, 1999

1.5 Problem Statement

Inside the space of KM, scientists and experts have thought about a wide cluster of hypothetical inquiries, key issues and specialized methodologies, including learning formation, the infectious of finest practices, so the estimate of scholarly principal, the establishment of group of experts and the cultivating of joint effort (Alavi et al., 2015). KM practices are a vibrant and consistent arrangement of practices and procedures inserted within peoples just in gathering

and physical procedures. Anytime in a given association, people and gatherings might be engaged with various parts of the KM procedure (Pirkalainen and Pawllowski, 2014). In this manner, KM practices have to be considered as a sequence of occasion and calisthenics (for example formation, stockpiling, move, utilization of learning) which at last direct to KM results (Eaves, 2014). The result relies upon whether the person has aspired to make, accumulate, move or be relevant their insight (KM practices and expectation) towards the association.

On the result of that the KM practices and procedures, extraordinary activities are regularly experiential to divergence with hierarchical culture (Bedford, 2013). The result of that authoritative culture has to depend of the indispensable, underestimated presumptions and philosophical examples of significance collective through hierarchical support just like the appearance of such suspicions (Ajmal and Koskinen, 2008). As indicated by Schein (2000), several troubles in KM course of action among individuals are principally identified with "mental atmosphere" in the association that relies on the way of life of the association. Additionally, the disappointment of numerous information move frameworks is frequently a consequence of social factors as opposed to mechanical supervision (Ajmaal and Koskineen, 2008; Pirkkaalaininen and Pawllowski, 2013).

Therefore, authoritative culture is a noteworthy obstruction to accomplishment in the KM procedure (DeTiene and Jackson, 2001; Kayworth and Leidner, 2003; Ajmal and Koskinen, 2008). In addition, authoritative culture has many-sided capacity (counting action arranged, firmly proscribed, work situated, shut framework and expert situated societies) (Hofstede, 1990; Eaves, 2014) as opposed to a solitary measurement (Fey and Denison, 2003). At the same time, the KM practices and procedure accentuates learning as creature made, communal and connected through relational communal connections in addition to suitable authoritative culture. Hence, learning of how to advocate a steady authoritative culture that urges representatives to have the expectation to guarantee that information is made, put away, moved and connected is fundamental (Kayyworth and Leidnner, 2003; Leidnner and Kayyworth, 2006; Ajmal and Koskinen, 2008).

A small number of examinations relating authoritative factor with and representative execution were led with noteworthy outcomes. A few variables considered in these examinations incorporate, Critical achievement (Akhavan, Mostafa and Mohammad 2006) and advancement (Darroch, and McNaughton, 2015), Job Satisfaction Odembo (2013). Remaining Competitive Leng, and Shepherdson, (2012), are empowering influences, procedures, Lee and Choi, (2013), the frame of mind Liaw, Chen, G., and Huang, (2008). Value creation Kodama, (2016), Knowledge sharing Hansen, mors& Lovas (2016), Bhatti, and Qureshi, (2007). Al-Faris, Suliman (2010). The disappointment of numerous information sharing activities is regularly a consequence of social factors as opposed to innovative oversights. In such cases, authoritative culture can either encourage or block learning sharing exercises. However, it is, for the most part, accepted to be a principal hindrance to learning sharing (Grover and Davenport, 2001)

Knowledge Sharing is known to have gotten a significant measure of research enthusiasm crosswise over various hierarchical criteria Goh, A. (2016), Groff and Jones (2013), Gourlay, (2014). Giovanni (2012), Garud, and Kumaraswamy, (2016), Fahey, Srrivastava, Sharon, and Smith, (2014), Emadzade, Mashayekhi, and Abdar, (2012), Davenport, and Prusak, L (2008), Darr. also, Kurtz erg, (2012) Bose, R. (2016) Bock. and Gulkim, (2015)". Past examinations that endeavored to research on the impact of learning the board on representative presentation incorporate, The Role of information the executives in expanding execution proficiency in Damascus University (2010).

Audits of related written works uncovered that a larger part of the examinations was not directed in the banking area of Pakistan. A portion of these examinations was just led in nations of many countries as Korea Chooi, B. (2015), in Pakistan, Saeed, Lodhi, and Iqbal, (2014) and in Damascus Al-Faris, Suliman, (2010). And furthermore, none of these examinations have utilized a similar estimating instrument that will be embraced for this investigation. The examination on the Effect of Knowledge the executives on Employee execution has not been led particularly in the banking division of Pakistan. Authoritative culture is one of the significant factors in principle and routine with regards to information sharing. There are different meanings of hierarchical culture being proposed by different scientists throughout the years. For instance, Schein (1986) sees 'culture' as an instance of essential presumption – pretend, establish, or

shaped by a given assembly as it information out how to become accustomed to its issues of outer alteration and inward joining.

As indicated by Hofstede et al. (2010) authoritative culture is an aggregate personality programming that causes us to recognize individuals from one association from another. Mc Manus et al. (2016) portray organization culture as the standards, convictions, qualities, and practices clung to by authoritative individuals, so as to support and build up the association's objectives and destinations without antagonistically influencing the welfare of the association or its individuals, Inside which, sub-societies can create. Thusly, the Frost's (1985) definition is: "discussing organization culture appears to mean discussing the significance for individuals of imagery, ceremonies, fantasies, stories, and legends and about elucidations of occasions, thoughts, and encounters that are impacted and molded by the gatherings inside which they live." It recommends that national culture impacts organization culture (Alvesson, 2012).

Kucharska and Kowalczyk (2016b) demonstrate that authoritative culture impacts implied learning to share. Thinking about the above research, we expect that authoritative culture measurements proposed by Hofstede 2010 have an effect on learning spread. As a rule, the supervisors from the manly culture are seen as increasingly self-assured, definitive, and forceful contrasted with the ladylike culture. The presence of such sort of qualities and dispositions may demoralize representatives to learning sharing. A culture with an abnormal state of vulnerability shirking underpins the procedure of learning sharing due to its formalization bylaws, principles, access and conveyance control, and other security measures.

In the past investigations directed in Korea and Pakistan, Chooi, B. (2015) and also in Pakistan Saeed, Lodhi, and Iqbal, (2014) and Damascus Al-Faris, Suleiman, (2010), There was no writing that shown the examination demonstrating the connection between Knowledge the board and worker execution utilizing the example of representative especially in the banking industry in Pakistan. This identify there is some research gap exists for future investigations. To begin with, there are limited examinations on the collision of information the board on worker execution, henceforth the necessity for auxiliary research to approve their connection. Also, this subject is under inquired about as for Pakistan and its budgetary segment. An exhaustive quest

for pertinent investigations both in Pakistan and globally required the requirement for this exploration. Hence, to investigating this gap this research will look at the impact of Knowledge management practices on the employee performance with mediation of culture prevails in banking sector of Pakistan.

1.6 Research Question

This study will examine the impact of knowledge sharing, Knowledge transfer, Knowledge creation and Knowledge application on Employee Performance (i.e. employee satisfaction and employee motivation), secondly this study will investigate the relationship between organizational culture dimensions (i.e. Clan culture, adhocracy culture, hierarchy culture and market culture) and employee performance (i.e. Employee motivation and employee satisfaction). Lastly this study will investigate how organization culture dimensions (i.e. Clan culture, adhocracy culture, hierarchy culture and market culture) mediate the relationship between knowledge management practices (i.e. knowledge sharing, Knowledge creation, Knowledge transfer, and Knowledge application) and employee performance (i.e. Employee motivation and employee satisfaction). Knowledge management practices help the Policymaker and administrator to improve performance of employees in the banking sector of Pakistan.

The following are the research questions of this study:

- Does organization culture mediate the relationship between knowledge management practices and performance of employees?

1.7 The Objective of the Study

The purpose of this research is:

- To investigating the organizational culture mediate role in between KM practices and performance of employees in the banking sector of Pakistan.
- To investigating the role of Organization Culture dimensions between the relationship of KM practices and performance of employees in the banking sector of Pakistan.
- To facilitate the banking expert and administrator to make necessary steps for improvement of performance of employees in the banking sector of Pakistan.
- To help the policymaker and Practitioners for making better policies to enhance performance of employees in the banking sector.
- To contribute in the existing literature by investigative the significance of KM practices on performance of employees with mediation role of organizational culture theory.

1.8 Significance of the Study

This research is about investigating the effect of knowledge management on employee performance with mediation of organization culture, it is important to both theory and practice.

1.8.1 Theoretical Significance

Knowledge management (KM) has emerged in the form of common function of business organizations (Hislop, Bosua& Helma, 2018). The examination is relied upon to be of significance with respect to the writing on Knowledge management practices and Employee Performance and organizational culture. Keeping in mind the level of its emergence, a good number of journals has been devoted to KM and organizational resource management. Bulk of work is available in the area of KM comprising of conceptual frameworks and theoretical models (Mierzejewska, 2018). Out of this few survey studies; there are limited number of articles that put forward empirical investigation of the relationship between knowledge management and organizational performance (Laihonen & Mantyla, 2018). As per a positive relationship between authoritative culture and learning creation process, forming a hierarchical social factor are a key to an association's capacity to oversee information viably. It will see whether learning the executives will prompt Employee execution in the Pakistani financial segment. The Banking area

is a strong spine for fund in the nation; the investigation of learning the executives is wanted to be significant to build the information and abilities of representative execution while carrying out the responsibility Yang (2011), a few examinations directed with regards to Knowledge the board and worker execution were done on private associations other than people in general.

For instance, the Role of learning the board in expanding execution proficiency in University (2010), area. Learning the employee performance utilizes a mixture of procedures from Knowledge management practices give framework plan, for example, organized knowledge acquisition methodologies from topic specialists (McGraw and Harrison-Briggs 2019) of This examination will be led betterment with regards to the banking industry. The KM practices and procedure accentuates learning as creature made, communal and connected through relational communal connections in addition to suitable organization culture and employee performance. Hence, learning of how to advocate a steady organization culture that urges representatives to have the expectation to guarantee that information is made, put away, moved and connected is fundamental (Kayyworth and Leidnner, 2003; Leidnner and Kayyworth, 2006; Ajmal and Koskinen, 2008). So, the finding of this study clearly contributes that organization culture model mediation enhance the knowledge management practices and employee performance. The Saeed Saidgi (2017) found organization culture CVF model has direct relation with employee performance but he did not explore the mediation factor, this is first study in literature that examine CVF model mediation between KM practices and performance of employees which is major contribution in conceptual, empirical and theoretical literature.

1.8.2 Practical Significance

The investigation of present study identifies with implication of KM practices in banks has the positive impact on performance of employees, so it will help the policy makers and practitioners of banking sector to adapt and develop more KM practices in banks which result in enhancement the level of employees performance. Worker execution is the best criteria for evaluating representative against their viability in the organization (Manssori, Yazid and Khatibi, 2018). This examination will likewise be noteworthy in a viable sense; the investigation will, for the most part, be of significance to the financial area in Pakistan. The investigation will give

information that might be of advantage to worker execution in the financial business, on the most proficient method to improve representative execution inside the circle or authoritative culture as the capacity to form hierarchical culture is the vital significance in encouraging knowledge situations (Wei, 2015).

Discoveries of this investigation will give headings and indications to learning acquisition; information sharing, information move, information usage, advancement, preparing programs, strategies; the board projects and the board improvement projects to the worker that will help guarantee representative execution inside the financial business. The state bank of Pakistan is regulator of all banks in Pakistan, all public and private banks have to follow the instruction of SBP, so this research suggest the SBP the significance and importance of KM practices in banking sector, in this era the banking sector has to face a lot of competition.

The performance of each bank depends upon the performance of his employee as he banking sector is belong to service. This study will help the SBP to make the initiative to promote KM practices in banking sector to enhance the performance of employees. This study will also help the policy makers of each bank to promote KM practice in each bank to get the competitive edge. In the previous literature different indicators testify to enhance to employee performance but this will first detail study is conducted by using CVF model as theoretical lens with the implication of KM practices to enhance performance of employees. The developing country like Pakistan the implication KM practices is limited to evaluate employee performance, the present research gives new insight the bank management and policy makers to adopt more knowledge management practices enhancing employee performance and consider the KM practices as most significant performance tool.

1.9 Delimitations

The delimitations depend upon the researcher decision of inclusion and exclusion in current research, the delimitation of this study is as bellow:

There are several new findings which are theoretically and practically contributed in the literature and policies but there are several limitations of this research. The scope of study is only discussed specially on banking industry of Pakistan while implication of KM practices are also necessary on other fields as well, so this study is only limited on banking industry, the general research of other fields is essential to study in perspective of knowledge management.

The data is collected through online surveys from employees on banks in different provinces; the employees of same sector may have positive attitude, knowledge and beliefs. All variables data is collected from employees of same sector so it may enhance the chances of manipulated responses which considered as limitation of this research. Although different measures are taken to overcome this limitation and data is collected from all the provinces of Pakistan.

The Scope endeavors to explore the impact of information the executives on representative presentation in the banking area in Pakistan. The investigation covers two aspects to be specific the free factor (representative execution) and the needy variable (learning the executives).

Explicitly this examination explores ten banks in Pakistan. These banks would be considered as a component of the unit of investigation for this examination. It will likewise consider the changing pattern of information the executives in their jobs, application on representative execution and furthermore it will quantify the progressions inside its rivals.

1.10 Operational definition

This study investigating the KM practices impact on performance of employees with mediate role of organization culture, in this study the following concepts and terms used during the course of study.

Employees: As indicated by Yale in 2010, a representative in organization is specialist and beneficially utilized through a business to job or convey administrations through the association/organization, after that acquires pay/compensation at a predetermined time.

Performances: Motunrayo in 2011, characterizes as the degree in which a representative or gathering of workers have moved out in accomplishing the define objectives or norms. Emmanuel in 2015 likewise considers execution to be the rate or dimension of the yield of an individual worker or association.

Employee performance: The majority of the composed, or generally recorded, execution components that put forward anticipated execution described by Brian in 2009. The utilization of diversified parts is advice workers needs to achieve benchmarks reveal. Identified these qualities which are reasonable, good, achievable, and examining is necessary to the change of the exhibition examination process. This can be seen as the activity which leads to specialty and how well those activities were executed.

Knowledge: As indicated by Lesser and Prusak (2001), is characterized as data, thoughts, developments, skill, gifts, made or procured by people or divisions in assembling companies to enhance profitability and efficiency.

Management:The connection and harmonization of the movements of a business work so as to achieve characterize destination. Another definition given by Gerald in 2012, is the procedure and demonstration of association, arranging and organizing of person and assets for effectiveness.

Knowledge management: KM is a procedure of formation, broadcast, and utilization of learning to get better the presentation of the organization. It has likewise describe and characterized by Abraham in 2011, harmonization and arranging data for compelling dispersal.

Explicit Knowledge: The type of knowledge is prescribed and methodical, which can be simply defined, shared and communicated.

Tacit knowledge: The type of knowledge is that the knowledge which humans have in their minds. This knowledge is in the mind and difficult to spoke and write, as it is more difficult to write or explain (Liaw, Chen& Huang, 2008).

Knowledge Management practices: KM is generally seen as a procedure counting different exercises to manage to learn. Learning Management exercises go from the information age and codification to move of learning (Kidwell, 2014).

Organization: The groups of humans collaborate with each other to form some work for mutual benefit sharing.

Organizational culture: OC is an arrangement of communal presumption, character, and conviction, which administer, and individuals clutch on in associations. These are the basic feeling, atmosphere which shared by group of peoples with each other within the organization (Kidwell, 2014).

Compensation: The term which basically refer to employee's performance, the compensation is amount which employees earn financially in return to his performance.

Target:The aim or purpose which set in business to achieve something.

Productivity: The goods and services which are generate after utilization of all sources.

Communication: Double fold acts of achieving something, in which persons trade information, ideas, results, and mindset which more make and set for significance (Liebowitz and Wilcox, 2014).

Industry: Any general business activity or commercial enterprise that can be isolated from others.

CVF Theory: The CVF comprises of three worth measurements (Quinn and Rohrbaugh, 1983): authoritative center, hierarchical structure, and means-closes. Authoritative concentration and structure are sorted out along two central measurements, adaptability versus control and inner versus outer direction.

1.11 Personal Interest in the Topic

The primary purpose behind choosing this point is in my commitment to the banking area for a decade ago. I filled in as a branch administrator in many driving banks of the nation. Being an administrator, my specialization forces me to pick this subject as I have distributed various inquiries about on KM. In this manner, this investigation has given me the excitement to direct research on worker' learning that contributes towards a superior financial condition and causes experts and organization to deliver quality information so as to turn into an information economy.

1.12 Thesis Structure

The investigation will be displayed in six sections. Part one, for the most part, presents the whole work. This part is made of Background to the examination, Problem proclamation, objectives of research and questions, Research speculations, Significance of the study, Scope of the examination and the diagram of the investigation.

Section two, for the most part, examined the two noteworthy factors of the investigation: KM and performance of employees. This section additionally features past investigations on KM and performance of employees. The organization culture CVF model is properly describes in this section. The reasonable structure of the examination which grew over the span of a survey of

related writings will likewise be talked about here and at last the proposed model is present with help of literature.

Section three additionally is what talks about the proposed Research Methodology utilized for the examination. The part clarifies the exploration setting, Population of the investigation, Sampling procedure, strategy for information accumulation and technique for information examination and pilot testing for instrument validation.

Section four will show the expressive examination of the respondents for this investigation, quantitative technique is used to analysis the data, exact outcomes, key discoveries, investigation, and furthermore the analysis with proper statistical tools.

Part five will show the interpretation of quantitative data analysis, the result interpretation with some previous studies.

Part Six will show the conclusion of the research, limitation, implications and future recommendation with concluding remarks.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

A literature review compiles and evaluates the present research on a specific topic or issue (Webster & Watson, 2002). Simply in a literature review we go on analyzing the past to prepare for future strategies. This chapter focuses on the most relevant literature on knowledge management, employee performance and organizational culture within the context of banking industry of Pakistan. Specifically, it attempts to conceptualize the construct of the study and its theoretical trajectory. A critical discourse of research which helped towards the formulation of research hypothesis is also part of this chapter.

In the last one and half decade, Knowledge management (KM) has emerged in the form of common function of business organizations (Hislop, Bosua & Helma, 2018). Keeping in mind the level of its emergence, a good number of journals has been devoted to KM and organizational resource management. Bulk of work is available in the area of KM comprising of conceptual frameworks and theoretical models (Mierzejewska, 2018). But there is still a sheer lack of practical evidences of this concept in the banking industry. There is also a significant gap in the literature regarding the large-scale empirical evidence that KM brings about in organizational performance. Majority of the research related to Knowledge management is descriptive in nature while survey research is also being appearing in the journals but in less number. Out of this few survey studies; there are limited number of articles that put forward empirical investigation of the relationship between knowledge management and organizational performance (Laihonen & Mantyla, 2018).

The present study looks forward to conducting an exploratory as well as quantitative examination of knowledge management and organizational performance to create a broader set of evidence regarding the relationship between these two variables. Although organizational performance is a useful indicator, but the ultimate measure of success of an organization relies upon its competitive ability (Valmohammadi & Ahmadi, 2015). This chapter is meant to review

relevant literatures Knowledge management practices, employee performance and organizational culture in context of Pakistan banking sector. Specifically, it attempts to conceptualize the construct of the study and its theoretical trajectory. This chapter also discusses the relevant research that is relevant to the formulation of the research hypothesis.

2.2 Pakistan - A Wider Perspective

The Islamic Republic of Pakistan is situated in South Asia. China is in its north, Iran and Afghanistan are in the west, while India is in the east. Pakistan has been divided into eight territories, in particular Punjab, Azad Jammu and Kashmir (AJ&K), Baluchistan, Federally Administered Tribal Areas (FATA), Khyber Pakhtunkhwa, Sindh, Gilgit-Baltistan, and Islamabad Capital Territory (ICT). In 1947, British India was partitioned, and Pakistan appeared. Pakistan is a standout amongst the most colorful nations as far as scene, culture, and atmosphere. Pakistan has one of the most elevated mountains runs on the planet, which is arranged in the north of the nation. Fruitful fields of the Indus valley are in the west of its region, and the western and southern territories of the nation have parched deserts (Mallick, 2017). The Arabian Sea (a memorable ocean course in Asia) outskirts with Pakistan domain; this ocean directs the atmosphere of the southern territories of Pakistan. The territory of Pakistan is 796,096 km² while its populace is in excess of 188 million (see Table 2.1). The populace thickness is uneven as around 61% of the nation's populace lives in rustic zones that need adequate assets (Butt, Shabbir & Ahmad, 2015).

Pakistan is a farming republic; its fundamental fares comprise of agrarian yields (for example sugar, cotton, rice and materials). Literacy rate in Pakistan is approximately 58% (Rehman, Jingdong & Hussain, 2015). The national language of Pakistan is Urdu while English is used as language for education, exchange, and other secretarial undertakings. Pakistan was home to the promptest human progress in the area of South Asia, including Indus Valley and Gandhara development. Pakistan is viewed as the second most crowded Muslim nation on the planet and is the announced sole atomic power in the Muslim World which encourages it to assume a significant place on the region.

Table 2.1: Population by Region

Regions	Population	Population (percentage)
Punjab	102,004,807	53
Sindh	45,032,216	22
KPK	25,308,378	14
Baluchistan	9,717,006	5
AJ&K	3,858,240	2
Gilgit Baltistan	1,253,223	1
FATA	4,515,555	2
ICT	1,440,608	1

Source: Pakistan Statistics Bureau

Table 2.1: Table shows the population of each Province of Pakistan with percentage

2.3 A Brief Outlook of Banking Industry of Pakistan

First formal beginning of banking in Pakistan took place during the time of British imperialism (Goel & Manrai, 2016). After the freedom from British imperialism in 1947, extent of Pakistan is constitutently expanding. State Bank of Pakistan is pioneer of banks of Pakistan and it can also be termed as national bank of the country. According to State Bank of Pakistan information, there are 50.565 million financial balances in Pakistan, giving an infiltration rate of 24.34%. What's more, there are 15,053 bank offices, 14,148 ATMs, and 53,269 POS machines dynamic in the nation (State Bank of Pakistan, 2018).

As indicated by the Pakistan Federal Bureau of Revenue (FBR), out of the majority of the budgetary administrations in the nation, the financial business sits at the center of the money related part. It was privatized in the mid-1990s, because of the poor execution of national banks (Pakistan Federal Bureau of Revenue Report, 2015), and this activated remote interest in the business. The financial framework in Pakistan is sorted in the accompanying way:

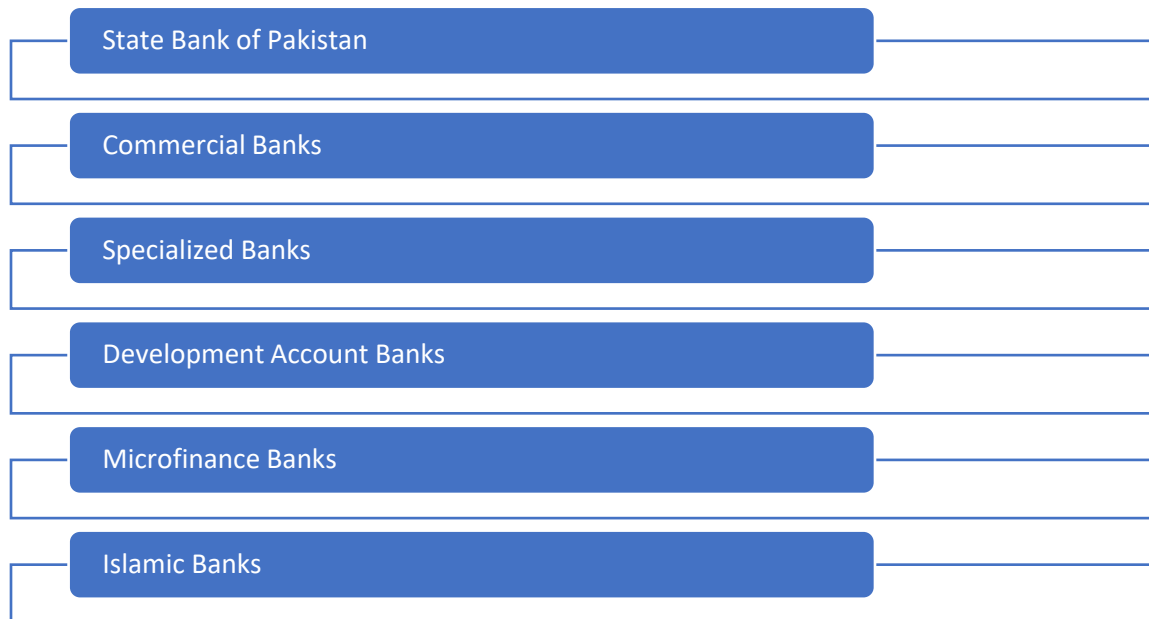


Figure 2.1: A holistic Overview of Banking Industry in Pakistan

The State Bank of Pakistan is the administering body that sets money related strategy in the nation. Nonetheless, practically 80% of the advantages are held by privatized business banks, making it an aggressive segment. These establishments have started a program of forceful promoting, to build their client base. The business works with incomes worth Rs.4 trillion; notwithstanding, just around 17% of the absolute populace holds a financial balance, which demonstrates that there is as yet a tremendous market accessible (Pakistan Federal Bureau of Revenue Report, 2015).

The banks chose for this exploration are business and assume a huge job in financing and upgrading the profitability of the economy. Because of changes and opening lucky chances for outside business banks, the offer of open area substances has diminished essentially, in this way making the business significantly increasingly focused (Wang et al., 2010). Development and turnaround in Pakistan's financial part has been exceptional and extraordinary. Delegated Pakistan's and locale's best performing area, the financial business' benefits have ascended to over US \$97 billion with productivity of Rs 187 billion (pre-charge) in FY12 which is excellent and at a record-breaking high. So also, during FY 2012 stores have developed at a quick clasp of

17 percent which is the most noteworthy over the most recent five years. The Capital Adequacy Ratio (CAR) of the financial part, which was at that point well over the administrative necessities; expanded further to 15.4 percent in FY12. The dissolvability of the financial division has improved because of hearty productivity, new value infusions and diminishing Risk Weighted Assets (RWA) attributable to chance antagonistic conduct.

In any case, the significant inquiry that we as a whole should pose to ourselves is that has the financial segment depleted market openings and boosted return on value? Here I might want to cite a few insights to streak the undiscovered open doors for retail banking in Pakistan:

- First, banks are yet to tap in the financial open doors with the immense unbanked masses as the credit to private part is just around 18 of the GDP which is excessively low. As indicated by the Access to Finance Study (A2FS) just 12 percent of the populace approaches formal money related administrations. Though of the rest of the 88 percent, just 32 percent are casually served and 56 percent are totally barred.
- Second, the current branch system of the financial framework is inadequate to serve the huge number of unbanked masses. The all out number of bank offices in Pakistan is exceptionally low at around 10,600 which spot Pakistan among the nations with the most elevated per bank populace of around 15,000 people for every branch.
- Third, private credit to GDP proportion is horrifyingly low at 18.4 percent contrasted and different nations at a similar dimension of improvement.
- Fourth, the sector circulation of credit is profoundly slanted and low contrasted with the necessities of the delivering areas of our economy.
- Finally, the financial part has about dismissed the financing needs of the Mico Small and Medium Enterprises (MSME) as 80% of the credit is benefited by just 25,000 borrowers.

An ongoing World Bank concentrate affirms a positive connection between money related incorporation, quicker financial development and neediness easing. Given these difficulties, SBP expects to address money related prohibition through assortment of mediations, it means to improve conveyance of budgetary administrations through innovation based

branchless banking, versatile wallets and so forth. Give me a chance to share my contemplations on money related consideration, our endeavors, and its present scene. Money related consideration is center part of budgetary segment improvement procedure. It conceives changing the monetary market into an evenhanded framework with productive market based budgetary administrations to the generally barred poor and minimized populace including ladies and youngsters.

Pakistan microfinance guideline had been positioned number 1 on the planet by the business analyst insight unit of the market analyst magazine 2010 and 2011. Pakistan has turned out to be one of the quickest developing markets for branchless banking in the World. These advancements incorporate expanded challenge, mechanical development, new plans of action, change in clients' needs and practices, and administrative proportionality. Global advancement offices and media have now been featuring Pakistan for its market and institutional condition for branchless banking. In addition, as per an ongoing CGAP production, "Pakistan fills in for instance of how open and private establishment's together can move a nation towards a computerized monetarily comprehensive framework. In certainty the branchless banking will overwhelm the retail banking scene in the long haul.

Branchless Banking has additionally demonstrated to be a compelling instrument in channelizing the Government to Persons (G2P) installments in attempting occasions such as serving Internally Displaced Persons (IDPs), flood influenced during the most recent two years, and recipients of the Benazir Income Support Programmed. In the coming days, this channel is relied upon to keep assuming a significant job towards the advancement of money related consideration and the administration of Government to Person (G2P) Programs like Salaries Disbursements, Pensions, BISP, Watan Cards, Pakistan Cards and duty accumulations administrations, and so on. The current Branchless Banking organizations can take into account the requirements of more than 10 million potential recipients of G2P installments in Pakistan. SBP has banded together with DFID to dispatch a monetary consideration program. Various activities have been taken to elevate access to back in the MSMEs, agribusiness and lodging which makes empowering condition by tending to administrative obstruction advertise disappointments and industry bottlenecks and guaranteeing purchaser insurance. Absence of

money related education is a noteworthy limitation in progressing budgetary consideration SBP propelled the main ever across the nation monetary proficiency program a year ago, the pilot period of the program has been finished up effectively by focusing around 50000 recipients in different areas locales and regions with accentuation on low salary strata.

2.4 Knowledge Management in Pakistan's Banking Sector

Shah et al. (2014) researched the learning the board rehearses in the client administration and loaning divisions of one of Bulgaria's top retail banks and revealed how KM procedures can be additionally improved. Despite the fact that basics of learning sharing are clear from the KM exercises in various divisions of the bank, the restrictions, for example, protection from change of the executed KM frameworks are blocking the viability of the information the executive's procedure. Additional preparation and motivating forces are expected to build learning creation and sharing. Besides, a plainly verbalized KM technique alongside progress criteria and duty and backing from senior administration is required. There was an extreme absence of information the board ponders in Bulgarian setting by and large and Bulgarian financial area specifically.

2.5 Historical Development of Knowledge Management

Generally, learning has dependably been overseen, at any rate verifiably. Be that as it may, viable and dynamic information the board requires new points of view and procedures and addresses practically all aspects of an association. Information the board is an amazing blend of procedures, instruments, and techniques some of which are just the same old thing: writing, share mentoring, and earning to slip-ups, like that, in instruction the mentioned points have reference, learning, and man-made practices for reason. Learning the executives utilizes a mixture of procedures from information areas, like that, managed knowledge acquisition methodologies from topic specialists (McGraw and Harrison-Briggs 2019) the innovation which are instructed (e.g., errand and employment investigation to structure and create task support frameworks).

Drucker was the first to coin the term information specialist in the mid 2012s (Drucker2016). Nonaka and Takeuchi (2016) considered how learning is delivered, utilized, and diffused within associations and how this adds to the dispersion of innovation. Knowledge the board has its foundations profoundly instilled in the investigation of information which has been a profoundly challenged issue since old occasions (Turban and Aronson, 2014). In any case, learning the board as a field of study itself is generally another idea which surfaced in the mid 2012s (Metaxiotis, Ergazakis and Psarras, 2016). With a generally short history to its present improvement, learning the board is as yet a fierce and "boisterous" field which is utilized to allude numerous things. Countless working meanings of learning the executives is flowing in the writing and around organizations around the world (Kakabadse, Kakabadse and Kouzmin, 2013). A few analysts are of the conclusion that the intricacy behind characterizing information the executives is somewhat credited by the difficulties in distinguishing learning itself (Metaxiotis et al., 2016).

Wiig (2007) recommended that learning the board is the methodical and express administration of information related exercises, practices, projects and approaches inside the endeavor. Another definition by Sveiby (2007) placed that learning the executives is the craft of making an incentive to associations by utilizing impalpable resources. Malhotra (2008) characterizes learning the board as taking into account the basic issues of authoritative adjustment, survival and skill in face of progressively broken natural change... Essentially, it epitomizes hierarchical procedures that look for synergistic blend of information and data preparing limit of data advances and the inventive limit of human beings. A broadly acknowledged view on information the executives is by Davenport and Prusak (2012) who recommended that information the board is generally worried about the misuse and improvement of the information resources of an association with the perspective on promoting the association's destinations.

It is additionally clarified that the information resources referenced in their definition incorporate both unequivocal, reported learning and implicit, emotional learning of the association (Davenport and Prusak, 2012). It is additionally contended that learning the board improves a representative's perception in a particular information area through the orderly and

composed procedure of finding, choosing, arranging, refining and displaying learning (Davenport and Prusak, 2012; Poh, 2014; Tidd, 2014; Wiig, 2015). Learning the board helps an association picks up bits of knowledge and further comprehension from its very own understanding (Davenport and Prusak, 2012; Despres and Chauvel, 2009; Poh, Developments in Knowledge the executives concentrated on demonstrating electronic databases, organize frameworks and software to support the dissemination of information (Chow and Chan, 2008).

With the assistance of technology now open access minute has likewise started all over world and getting increased attention of researchers and academicians, bookkeepers. Open access gives better perceivability for researcher's grant. It has been seen that open access articles are referred to by different writers more much of the time than practically identical articles that aren't straight forwardly accessible Prusak (2012). No specialist needs to sit idle and cash leading an examination on the off chance that they realize it has been endeavored somewhere else. Be that as it may, duplication of exertion is very conceivable when analysts can't successfully speak with each other and make results known to others in their field and past Parekh (2009).

As indicated by Parekh (2009) cooperation helps in Sharing significant information, evading reinventing the wheel, lessening excess work and cost for innovation, Creating learning with the help of specialists and experienced people, provide a correct guidance to the energetic wise understudies, making them specialists of future, tackling issues excited at essential dimension which will spare time, cash and labor. It gives thought of which sort of progress modern firms needed? Which sort of issues they are confronting and to settle it, which sort of research works they are anticipating from the college will be cleared well ahead of time. Most extreme generation with the least expense is the primary point all things considered on the off chance that they were crude materials, or apparatus and innovation or the executives deals. The capacity to oversee learning is ending up progressively increasingly critical in the present information economy. The assignment of powerful and focused administration of associations winds up important, and information the executives, whenever comprehended and connected appropriately, might be a valuable instrument for business change as well as the key of upper hand (Jennex, 2007).

2.6 Knowledge and Knowledge Management

Various models and plans portray learning the board inside an association. Inside the introduced association, a comprehension of learning the executives was gradually made, settled upon and separated into the accompanying parts:

- People: as giving the data and looking to and accepting bits of substance
- Content: the 'genuine' pieces that convey data that can create learning
- Routines and systems: secure the approaches to give, gather, forward and access existing and new data
- Technology: devices to make, trade, store and make accessible these pieces that convey data

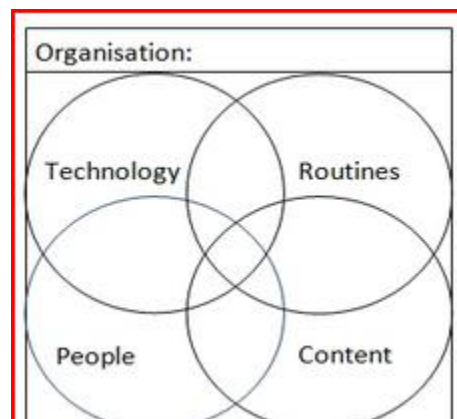


Figure 2.2: Schematic Diagram of KM

In the Organization people, substance, advancement and timetables are concurrent the more formalized assignment of information the executives at any rate chose so in the current association is to lead and execute exercises to help and upgrade single parts and sub-segments. An association's meaning of learning the executives isn't constantly comprehended the equivalent all through the association.

2.6.1 Processing Knowledge Management: from Inventory to Intervention

Alavi and Leidner (2014) till then no one in the association has been unequivocally in charge of information the executives it appeared to be fitting to right off the bat get a review on what is accessible in the association. In this way the prospected first exercises of the consultant were portrayed as driving a path through the accompanying. Next, this stock should be dissected. It is ideal to contrast this norm and a prospected circumstance so as to recognize bottlenecks and fields for mediation and improvement. Be that as it may, this perfect circumstance would require a practical portrayal of a prospected circumstance – which rarely exists, at any rate not in detail. Druker 2014 have described KM from inventory to intervention.

2.6.1.1 Accumulation/Overview of Knowledge Inventory

The learning stock should list and interface all vital data about the previously mentioned: individuals, schedules and strategies, substance and innovation. In this way, the learning stock is a meta-data focus. Gathering and abridging this learning stock as of now is a basic initial step where hindrances will be experienced, Druker (2014).

2.6.1.2 Master's Analysis

The master information administrator can be utilized to recognize the main signs/roads for improvements – just from examining what is given in learning stock. Taking into account that the successful usage of KM must be accomplished when all players are appropriately engaged with the procedure, the master's outer investigation is just an underlying advance in characterizing KM exercises, Druker (2014).

2.6.1.3 Participatory Analysis

Having the work force on board and giving them the space to think about their own circumstance, their very own info and their very own needs give truly profitable indications. By and large, cooperation will fortify the procedure and the odds for a change. Participatory

procedures likewise help outer consultants to see how the association 'capacities' from inside, Druker (2014).

2.6.1.4 Proposition of Interventions

As a following stage, faculty included should deal with making approaches to improve learning the executives later on. Outlining thoughts that have been created in a participatory way, and proposing choices to determine bottlenecks and acknowledge improvements, is one of the primary undertakings for a learning supervisor. These options may comprise of different approaches, such as executing new schedules, gathering new data, utilizing new innovation, and so on, Druker (2014).

2.6.1.5 Directing Selected Interventions

After – in best case: participatory – prioritization and choice on exercises on the most proficient method to upgrade the administration of learning, these exercises ought to be executed – consequently making an adjustment in the stock, Druker (2014).

2.6.1.6 Information Management System

The formalized procedure of refreshing advances, schedules, hierarchical structures and individual aptitudes would then be called 'Information Management System (Druker, 2014).

2.7 Barriers for Knowledge Management

This section depicted a sort of perfect process which may show up rather unthinking and perhaps even native. In actuality, working with individuals is never similar to a control circle that involves basically investigating issue regions and after that re-modifying these for change. As referenced, this paper ought to fundamentally be viewed as a southern African contextual investigation; the models referenced beneath have a higher probability to be important in southern Africa yet could likewise abstain from astounding disclosures somewhere else Grant (2006). The structure of this part depends on the classes from section 2: innovation, content,

schedules, association and work force. As work force are observed to be urgent for information the executives, this sub-part will be increasingly natty gritty. A few obstructions distinguished will fit into a few classifications.

Alavi and Leidner (2014), characterize learning as "learning is data had in the psyche of people: it is customized data (which might possibly be new, one of a kind, valuable, or exact) identified with actualities, strategies, ideas, understandings, thoughts, perceptions, and decisions.". Various sorts of learning result in various procedures of information catching and sharing (Davenport and Prusak, 2008) and various ramifications on the board (Grant, 2006). Information dwells in an individual, goes around by individuals and people, supported and extended by individuals themselves and connected by them inevitably. Druker 2014 is referred to in Nelson and Mc Cann (2009). Y an and Wu (2008) showed that as learning is considered as a wellspring of upper hands for association and association endeavor to secure their scholarly resources, the equivalent applies to people who see information as power and benefit, with the goal for them to impart this power and benefit to other people, and they will require getting something back in return. As information has turned into the most profitable asset in this learning serious economy, associations are striving to exploit their insight resources through successful learning the board methodologies and practices. Making learning accessible to the correct individuals at the ideal time is critical for structure and continuing an organization's capabilities (Alazmi and Zairi, 2013).

Notwithstanding generous accord with respect to the vital esteem of knowledge, the real procedures of learning creation, move, and maintenance in associations still stay to be completely clarified (Argote, 2009; Argote and Ingram, 2012). Taking into account that individual information and aptitude are assets that can give an edge to associations (Chermack, Provo, and Danielson, 2016), a more prominent comprehension is necessary of how people make, offer, and use learning inside the association alongside what factors influence every one of the procedure. Research has appeared shared setting or shared opinion is significant for learning sharing, particularly tacit knowledge sharing (Augier, Shariq, and Vendelo, 2014).

Alavi and Leidner (2014) recommend that information speaks to the most deliberately significant asset in the business and monetary condition and has turned into a separating aggressive factor in organizations. Most discourses and meanings of information recognize two sorts: unsaid and express. Express learning speaks to the sort of information that is frequently caught in archives, libraries, composed strategies and systems, records, manuals, and databases. Unequivocal learning is enunciated and arranged and can be communicated in formal and orderly language (Nonaka, 2016). Unsaid information is characterized as very close to home and difficult to express and formalize, making it hard to convey or impart to other people and is profoundly established in people's activities and relevant experience just as in the beliefs, qualities, or feelings the person grasps (Williams, 2006). One sort is formalized and deliberate learning, which incorporates genuine and revelatory information ("realizing that"), unequivocal guidelines and logical (requested and confirmed) learning.

The other kind is a casual, pragmatic and experience-based learning ("knowing how"), which is at any rate incompletely implied and just shows itself in the activities of people (Ramussen and Nielsen, 2011). Organizational information is characterized as the total of person's information and information effectively existing in authoritative frameworks, forms, items, guidelines, and culture (Grundspenkis, 2007). Hierarchical learning is the association's ability to make or procure new knowledge, and then build up that information to help the association (Beitler, 2006). Upper hand relies upon an association's capacity to ceaselessly arrange and incorporate learning into esteem making methodologies. Information joining relies upon coordination among people and the learning they hold (Roland, 2006). It is essential to move the learning to maintain a strategic distance from circumstances operational abilities and answers for issues must be reevaluated (Schwartz, 2006).

Information move is a procedure to impart and apply learning from one source to beneficiary (Darr and Kurtzberg, 2012) and predominantly centers around learning (Schwartz, 2006). The source and beneficiary could be independent or any sorts of blend of people, gatherings and associations (Darr and Kurtzberg, 2012). Visit cooperation between the sender and beneficiary empowers improving the progression of information (Schwartz, 2006). Implied information, unequivocal learning and the mix of the both could be moved (Gevorgyan and

Ivanovski, 2009). Information move should be possible all the more proficiently when they moved learning is progressively express and less inferred (Schwartz, 2006).

Climbs et al. (2006, p.2) showed that learning comprises of information → data → learning; it is likewise the ability to settle on a game-plan and it tends to be passed to different people as well. Davenport and Prusak (2012): "Information is a liquid blend of framed experiences, values, logical data and master knowledge that gives a framework to assessing and joining new encounters and information."While intranets and data archives may provide implies for individuals, they are bad in helping individuals apply the new knowledge with regards to process work (Massey et al. 2015).Knowledge has been recognized for its capacity for application, coordinating the theoretical information with down to earth involvement and the general arrangement of the people and the organizations producing an ability or another blessing called learning. (Giovanni, 2012). Knowledge, perceived just like a significant asset to associations nowadays, must be viably and proficiently overseen for associations to use on it to get upper hand to make progress in the dynamic business condition (MDC, 2016).

The new, learning put together economy places incredible significance with respect to the creation, utilize and compelling dissemination of information (Ford and Staples, 2006; Lu, Leung and Koch, 2006; Mannington, 2009; Martensson, 2012; Metaxiotis, Ergazakis and Psarras, 2016; Nonaka and Takeuchi, 2016; Salojarvi, Furu and Sveiby, 2016; Spiegler, 2012; it Beijerse, 2009). This makes it a basic for associations to focus on keeping up and building up the learning capital that they have so as to improve and stay aggressive. The association's "capacity to learn, adjust and change, turns into a center competency for survival" (Metaxiotis, Ergazakis and Psarras, 2016).Many feelings concur on the general content of information the board yet they differ in the exact depiction of the sources of info and procedures of knowledge the executives (Al-Faris, 2010). To this end, Zwain et al., (2010), characterized Knowledge management as the composed gathering of data from sources inside and outside the organization, then breaking down and translating them in order to finish up signs utilized in controlling and enhancing the organization's procedures to improve the presentation till it achieve higher accomplishment.

It additionally, infers the integrated precise passage of the administration and the initiation of the interest in the organization “information including databases, records, approaches, methodology notwithstanding the employees” past experience (Prusak, 2014). Consequently, information ought to be utilized to take care of issues confronting the organization and learning application should go for accomplishing the organization’s objectives. Nevertheless, Allameh and Abbas, (2010) arranged learning into three dimensions: Core Knowledge, Advanced Knowledge, Innovative Knowledge, However, Zwain et al.,(2012) led the accompanying components of the information the board procedure: knowledge identification, learning securing and Transferring, learning stockpiling, information sharing, knowledge application. Henceforth, these procedures rely upon one another; consequently, in view of the past studies, Itami (2007) has demonstrated information is viewed as one of the imperceptible resources of an association; learning is vital for individuals to play out their activity and utilized as the board instrument to take vital choice. Itami included that undetectable resources are something which can't be achieved effectively as it requires investment, preparing and practice. For instance, organization brand, representatives’ abilities, association notoriety are undetectable resources which can't be seen or estimated straightforwardly, and comparative is learning.

Nonaka et al., (2012 referred to in Haigh et al 2008) demonstrated that learning can be isolated into unequivocal information and inferred information; express information is anything but difficult to create, put away and shared inside an association. Anyway, implicit learning is individual’s amassed understanding over numerous years, and it is seen in their choices, activities and remarks towards circumstance which happens in close to home or expert life. According to this methodology, information is viewed as the key or key advantage for hold the capability of SCA (Argote and Ingram 2012; Grant 2006a; Lopez 2016) and firms gain CA through the obtaining, move and consequent utilization of key resources, for this situation, learning (Nonaka 2014; Prahalad and Hamel 2012; Riahi-Belkaoui 2013).

Learning is in a similar setting as monetary, human, and different assets however the main one which increments with use as opposed to reducing (Duffy 2012). Nonaka, Toyama and Nagata (2012) characterize information resources as firm-explicit assets that are irreplaceable to make an incentive for the firm, including sources of info, yields, and directing variables of the

associations learning making exercises, and thus they are always advancing (Moustaghfir 2009). Moreover, in contrast to most conventional assets, information can only with significant effort be bought in a prepared to-utilize structure. This benefit is hard to move among firms due to exchange and move costs and furthermore due to its conceivable unsaid nature. Information, especially setting explicit implied learning, will in general be extraordinary and, in this way, troublesome, if certainly feasible, to emulate (Teece 2008). To acquire comparative information, the organization contenders need to participate in comparative encounters, however getting learning through experience requires some serious energy (Becerra-Fernandez, Gonzalez and Sabherwal 2016).

At the end of the day, the supportability of CA is gotten from the time requirement on opponents realizing what the other association definitely knows (Teece 2008) which makes a continued information based hindrance to rivalry (Zack 2009). To clarify why learning is considered critical for supporting CA in the present condition, Jackson, Hitt and DeNisi (2013) offer a few reasons. In the first place, the nature of work which has been changing for as long as couple of decades requires both unsaid and express information and the capacity to apply that learning to work. At the point when work keeps on changing in eccentric ways, the capacity to learn and adjust turns out to be essential to gain and ace new information. Additionally, in the contemporary business condition, the nature of information has significantly changed because of numerous logical improvements and other continuous disclosure forms (Dimitriades 2016). Due to the broadly perceived significance of learning, James (2016) and Moustaghfir (2009) propose hypothetical structures of information resource the board which conveys Strong Capability and long haul unrivaled execution dependent on the company's information resources, which are characterized as supplies of learning from which administrations are relied upon to stream for a timeframe that perhaps difficult to determine in advance" with a financial life feasible inside the business and market setting (Boisot 2009, p. 3).

Learning resources incorporate firm's scholarly resources, workers aptitudes and expertise (Hall 2013) and are utilized into an organization's abilities which thus sway on its exhibition and furnish it with a SCA (Grant 2014, 2006b; Moustaghfir 2009; Rouse and Daellenbach 2015). Having a similar perspective, Jackson, Hitt and DeNisi (2013) state that in

today perplexing and testing condition with high vulnerability, flightiness and dynamism, overseeing learning based assets has turned into the key for picking up SCA and continued predominant execution (Grant 2006a; Sharkie 2013; Teece, Pisano and Shuen 2007). Knowledge is a mind boggling and subtle idea. In talks went for figuring a meaning of learning, learning has regularly been recognized from information and data in two different ways (Becerra-Fernandez, Gonzalez and Sabherwal 2016). Some scientists, for example, Nonaka and Takeuchi (2016) and Wiig (2009) bolster an increasingly complete point of view, as indicated by which learning is on a very basic level not quite the same as information and data and is characterized as being legitimized convictions about connections among ideas applicable to a specific subject matter. It might be seen from five classes or points of view of learning as (1) a perspective, (2) an article, (3) a procedure, (4) a state of approaching data, or (5) an ability (Alavi and Leidner 2014).

A progressively shortsighted view believes information to be at the largest amount in a pecking order inside development at the profitable center dimension and information to be at the most minimal dimension (Davenport & Prusak 2008; Dilnutt 2012; Earl 2014; Stenmark 2015; Tiwana 2015). As indicated by this view, learning is inherently like data and information, in spite of the fact that it is the most extravagant and most profound of the three, and is, therefore, the most significant. Then again, learning can be spoken to in a roundabout model in view of the iterative idea of information improvement (Jones 2014). Different scientists (Bollinger and Smith 2014; Vance 2007; Wu 2012) incorporate an extra layer, astuteness, while a few (Shankar et al. 2013) investigate the idea of an information esteem chain. Information is crude unanalyzed realities that are measures or properties of wonders, which are outside the realm of relevance and have no connection with different certainties (Loshin 2014; Robbins et al. 2012; Zikmund 2012). Information is, thusly, objective (James 2016; Tiwana 2015).

Knowledge has been arranged from various perspectives. Conventional epistemology distinguishes three particular sorts of learning: information of things and articles, learning of how to get things done, and learning of proclamations or recommendations (Musgrave 2013). However, since the rise of the learning economy, the customary classes of information are both loose and hard to operational for the board purposes, prompting various new characterizations being proposed (Blumentritt and Johnston 2009). Throughout these classes, the

most prominent and significant order is two sorts of information: inferred (or typified) and unequivocal (or systematized) (Bollinger and Smith 2014; Debowski2006; Nonaka 2016; Pemberton and Stonehouse 2012; Polanyi 2007). Express learning is learning that can be reported, classified, transmitted to others as data, and showed to others as through exhibitions, clarifications and different types of sharing. On the other hand, implied information is information which draws on the gathered understanding and learning of an individual and which is difficult to imitate or impart to other people.

Identical to these types of information, Hansen, Nohria and Tierney (2009) have distinguished two methodologies. The first is codification, in which information is encoded and organized before being put away in databases and made accessible. Unequivocal learning (showcase information, contender profiles, and client qualities) can be systematized. The second methodology, personalization, attaches data to people who give imaginative, scientifically thorough guidance on abnormal state key issues by directing individual skill. Unsaid learning (logical skill, operational ability, industry experience, and business judgment) requires this individual to-individual methodology. Albeit very unmistakable, it is conceivable to change over unequivocal learning into inferred information. Information the executives can be characterized as the authoritative capacity which distinguishes, finds (makes or gets), moves, changes over and appropriates learning into focused advantage“ (Walters 2015). According to Darroch and McNaughton (2015).

The administration work that makes, finds, and deals with the progression of information inside an association to guarantee that learning is utilized successfully and proficiently for the long-haul advantage of the association. Rasgoti (2012) depicted learning the executives as „a methodical and integrative procedure of planning association wide in quest for major hierarchical objectives including the procurement, creation, stockpiling, sharing, dispersion, improvement, and arrangement of information. However, Wiig (2009) portrayed the targets of KM are “(a) to make the venture as wisely as conceivable to verify its suitability and generally speaking achievement and (b) to understand the best estimation of its information assets”, according to APQC (2008) the administration control worried about the efficient procurement, creation,

sharing and utilization of learning in associations, planning to improve an organizations aggressiveness by means of nonstop, fast development.

Duhon (2008) depicted learning the board as a mix of innovation supporting a methodology for sharing and utilizing both the intellectual competence inhabitant inside an associations representatives and inward and outside data found in data compartments the objective of Knowledge Management is to at the same time oversee information, data, unequivocal information while utilizing the data occupant inside in individuals' mind (unsaid knowledge)through a blend of innovation and the board rehearses. Knapp (2008) depicted information the executives as a set of procedures for moving scholarly money to esteem, for example, development and learning creation, learning securing, association, application, sharing, and replenishment. while O'Leary (2008) depicted it as the formal administration of learning for encouraging creation, access, and reuse of information, commonly utilizing cutting edge innovation. Bassi (2007) portrayed learning the board as the way toward making, catching and utilizing information to improve authoritative execution Liebowitz and Wilcox (2007) depicted it as the capacity of associations to oversee, store, esteem, and disperse information.

Van der Spek and Spijkervet (2007) portrayed the express control and the board of information inside an association went for accomplishing the organization's destinations. Theriou and Chatzoglou (2008) synopsis the definitions embraced by various scholastics that the learning association is an association which embraces explicit systems, components, and practices that urge its individuals to adapt persistently so they can adjust to the changing industry condition Leng and Shepherson (2012) as referred to in James (2016) place that Knowledge Management can improve productivity and adequacy, alongside responsiveness and adaptability to market changes. It can likewise be utilized to improve item advancement, development and quality, and build up a superior comprehension of client and partner connections (Davenport and Prusak 2008; Hauschild, Licht and Stein 2014; Martensson 2012; Skyrme and Amidon 2008).

Information the board isn't just connected with overseeing learning as an asset, yet additionally to oversee business forms that happen utilizing that asset. It ought to include the investigation of existing information as an asset, just as characterizing the destinations in regard

to the age, assurance and utilization of new learning, at that point move, trade and dispersal of learning, compelling utilization of information and execution estimation. From outside sources, the learning is created by obtaining innovation and programming, procuring specialists, utilizing advisors and key associations. Interior production of information is a procedure of individual learning in a gathering of people just as the procedure of "hierarchical learning". In the two cases, the key job is on the organization's (authoritative) units of innovative work and on the units responsible for instruction and preparing of representatives (Krstic, 2007, pp. 53–66). The learning the executive's procedure expects to help advancement and empower the free flow of thoughts through the organization. It helps expanding incomes (in light of the fact that the items and administrations are conveyed to advertise quicker) and diminishing expenses (since it kills excess and pointless business forms). This procedure expands the time that representatives spend in the organization, on the grounds that their insight and endeavors are esteemed by the arrangement of remunerations.

At last, the learning the executives procedure builds the estimation of the organization and its intensity in general, since it expands the productivity and adequacy, the relationship all things considered and advancement (Tisen et al., 2006). In the information the executives procedure, there are four principle capacities that allude to skills acquisition, digestion and change of learning, and capacity to utilize and exploit knowledge (Zahra and George, 2015).

O'Dell and Grayson (2008) brought up that learning the board is "the procedure of accurately transferring learning to the organization staff in a convenient way to help the staff in taking appropriate action to improve the coherence of authoritative exhibition"; while such a procedure incorporates steps, such as knowledge creation, confirmation, gathering, order and capacity, sharing and access, use, improvement and elimination. Yang (2014) called attention to that information, from the view point of information the executives, can be defined as pursues: Knowledge is a liquid blend that incorporates surrounded understanding, qualities, contextualized information, and sorted out and examined data that can be comprehended and can be connected to solve problems and make decisions. Lee et al (2010) called attention to that learning the executives alludes to the hierarchical and technological foundation of an enterprise. Summarizing the abovementioned, this investigation receives the meaning of O'Dell and

Grayson (2008) concerning knowledge the executives, for example the procedure of precisely moving information to the organization staff in a timely way to help the staff in making legitimate move to improve the congruity of organizational performance.

The field of learning the board has customarily been commanded by data innovation and technology-driven points of view (Davenport, De Long, and Beers, 2008; Gourlay, 2014). Notwithstanding, this turned out to be an inadequate way to deal with learning management. To be a fruitful information based association in the period of information economy, it is significant for the association to execute a compelling and affordable learning the executive's technique (Bose, 2016). Be that as it may, with expanding speculation on the execution of learning the board, the information the board specialists are much of the time mentioned to assess the commitment and advantages of information the board to the association's exhibition.

Positive advantages empower the specialists to acquire venture and supports from chiefs on future upgrades. Additionally, Bose (2016) displayed the significance of estimating learning so as to empower directors and professionals to investigate the information the executive's framework and discover bottlenecks. Be that as it may, because of the innate estimation trouble of learning which undetectable, estimation is is considered as the least created angle in KM (Bose, 2016). Besides, all different impacts from focused condition and industry conditions make it most hard to quantify the effect of authoritative presentation on teach the executives (Kim, 2006). Ghalayini and Noble (2006) classified the estimation advancement stages into: customary administration measures, non-conventional administration measures and incorporated measures. Conventional administration measures, at present, there are no accessible institutionalized measurements for associations to assess their insight the board execution.

2.8 Barriers in Organizational Performance

An information sharing society in an association that is gravely job displayed by those most astounding in the association's progression can impede learning the board. High positioning staff may believe themselves to could easily compare to other people showing in not sharing

information. Progressively organized associations have all the earmarks of being the standard in southern Africa, Grant (2006). Here, staff is profoundly affected by line administrators' conduct. In this manner, if high positioning individuals from the association is temperamental or don't catch up on exercises or couldn't care less, center and low positioning staff won't either. Likewise, "structures are multi-layered, polyvalent, and frequently conflicting and possibly undetectable even to the individuals who possess them." (Ferguson 1990, p17) For example, the head of association could unequivocally be advising everyone to utilize and bolster information the board yet may not make a difference this guidance to his-or herself. This would reinforce a culture of 'saying however not taking it genuine or 'not trying to do you say others should do which frustrates all procedures, including learning the board. This culture of 'lack of quality' inside an association makes it hard to participate and succeed, Bose (2016).

The collaboration perfect with regards to arranging and basic leadership and needing individual nil's plans to be incorporated into the basic leadership can prompt a halt. This can be because of the way that staff individuals don't comprehend what the choice is about and fear conceding this (particular) numbness, Bose (2016). As a reaction work force could then pick the methodology of postponement. Another explanation behind declining to make a move on anything or to be definitive can be the vulnerability of the line chief's desire. Staff variance appears to assume a tremendous job in NGOs particularly in southern Africa. In 20 months from around 100 partners 34 quit. Authoritative survival – particularly even with spending plan and financing limitations is regularly the principle center, in this manner vital issues like 'information the executives' don't have high need.

From a framework hypothesis perspective, any association going for autopsies, reproduces itself over and over, and even needs to keep away from changes including changes that worry the sharing of information. The persistency of an association additionally impedes procuring creative and hence more probable KM accommodating staff. Intriguing would even be to think about data as money. Staff 'pays' with odds and ends of data however they won't give it for nothing. The human factor is a key factor. Huge numbers of the previously mentioned issues are associated with individual conduct (Davenport, De Long, and Beers, 2008; Gourlay, 2014). A first test is that work force probably won't have any thought or comprehension of what

'knowledge the board' is about; there is no or possibly no coordinating meaning of KM in the faculty's brain. Giving and sharing data can be impeded by an absence of inspiration: workers don't get or don't comprehend the surplus that joins coordinating on learning the board.

All they see is that they need to offer data to other people which, from the individual perspective, do not bode well by any means, since keeping data mystery and unshared can verify a vocation. Some showcase of data is trivial for faculty, for example indeed; even profoundly qualified staff doesn't have the foggiest idea how to peruse a guide. Messages may not be appropriately comprehended – as prime test plea, in South Africa there are 11 official dialects, English being a moment language for most of the populace. This effectively prompts disordered correspondence and mistaken transmission of data. Faculty even those of high position might experience issues managing information sharing innovation or innovation when all is said in done. Furthermore, a portion of that work force won't admit to this absence of aptitudes Ghalayini and Noble (2006).

With regards to taking a shot at an online survey, for instance, some staff don't contrast entitle between expressing viewpoints, how various inquiries are planned, and techno-sensible angles, how the accommodation of the appropriate responses will work electronically. In this manner, individuals responsible for advances feel the weight of taking a shot at upgrade of substance and expressing, Ghalayini and Noble (2006). Non-helpful dispositions of line the board and associates lead to stagnation, acquiescence and shirking of the dynamic quest for data. The need of concentrating on-time issues makes it hard to concentrate on vital exercises like learning the board. Faculty frequently doesn't appear to possess the energy for information the executive's methods during everyday work.

Just as every association, additionally every person regardless of whether usable or vital staff has various interests and shrouded motivation which could be contrary to a transparent learning the executive's framework. Individuals are hesitant to lose their employment; individuals fear giving mystery data; individuals don't confide in one another. Faculty or collaborators effectively speculate a concealed plan with respect to the information director regardless of whether this does not exist (Davenport, De Long, and Beers, 2008; Gourlay, 2014).

This doubt could prompt reservation and non-participation. The learning director oneself may even have a concealed motivation like transporter arranging that could block the best possible upgrade in information sharing. The person in question may want to have an unmistakable yield of his/her exercises, rather than 'just' affecting the association's learning sharing society, which can't be caught in measurements.

Ferguson (1990, p. 40) states: "being developed talk', the way that there are no insights accessible is no reason for not displaying measurements, and even made up numbers are superior to non by any means." When proposing techniques for learning the executives, distinctive associates could bolster various pieces of the strategy, those being parts they can by and by advantage from. Unique, yet in addition essential pieces of procedures and schedules are risked by a similar individual Boss (2016). For example, coordinating with regards to making an online document is for research articles however not giving the claim gathering of research articles. From an increasingly political perspective, intending to pick up power could be a primary spark for members of the association. Along these lines, the sharing or not-sharing of data is a sub-work in the mission for power. Sharing data must be inspired by win-circumstances for the supplier of data.

2.9 Knowledge Management Practices

In his paper (Bray, 2013) has recognized and looked into four points of view inside the writing encompassing learning the executives (KM) inquire about at the authoritative dimension: data frameworks, the executives, hierarchical learning, and methodology viewpoints. The present investigation is worried about the data frameworks point of view. Alavi and Leidner's (2001) MIS Quarterly article speaks to the original audit piece on KM and information systems; regularly referred to in ensuing works. Their article outlines the learning based perspective on the firm, broadening prior research by Nonaka (1994), and Grant (1996), and Argote and Ingram (2000) around there. In particular, Alavi and Leidner (2001) recommend that learning speaks to data had in the brains of people, explicitly "customized data (which could possibly be new, one

of a kind, helpful, or exact) identified with certainties, methods, ideas, translations, thoughts, perceptions, and decisions."

Their audit article proposes other elective portrayals of learning also, to incorporate information as speaking to a perspective, object, process, access to data, or an ability. For each situation, data frameworks assume jobs in supporting the "administration" of learning. Furthermore, Alavi and Leidner (2001) build up a structure for investigation of the supporting job of a data framework with KM, explicitly four arrangements of socially established, related learning forms:

- Knowledge creation
- Knowledge sharing (to incorporate capacity and recovery)
- Knowledge transfer
- Knowledge application

Gold et al. (2001) likewise gave a comparative characterization, however with another KM measurement. They showed that the ability of the authoritative KM is evaluated by joining instruments and systems that help not only information obtaining, learning change, information application, yet in addition information insurance. Becerra-Fernandez et al. (2004) arranged these procedures as information disclosure, learning catch, learning sharing, and learning application. Heisig (2009) had outlined and examined about 160 frameworks of KM forms. His investigation demonstrated that the most regular classifications of KM procedures are distinguished, make, store, share, and apply learning. The present examination embraces Becerra-Fernandez et al.'s (2004) system of the KM forms. This structure has been seriously tried and consequently acknowledged in the KM inquire about. As per Becerra-Fernandez et al. (2004), "Learning disclosure is characterized as the improvement of new implied or express learning from information and data or from the combination of earlier information.

Learning catch is characterized as the way toward recovering either unequivocal or implied information that lives inside people, artifacts, or authoritative entities. Knowledge

sharing is the process through which express or unsaid information is imparted to different people. At long last, information application procedure underpins the procedure through which a few people use information controlled by different people without really procuring, or realizing, that learning." As indicated by Becerra-Fernandez et al. (2004), adequacy empowers the association to:

- Perform the most reasonable procedures and settle on the most ideal choices,
- Become increasingly viable by helping them to choose and perform the most fitting procedures, and
- Rapidly adjust their procedures as indicated by the present conditions, in this way keeping up procedure adequacy in evolving times.

Then again, associations ailing in KM think that it's hard to keep up procedure viability when looked with turnover of experienced and new representatives.

2.9.1 Knowledge Sharing

Knowledge sharing is the dispersal of a particular abilities and ability to play out an undertaking in the most ideal way. Other researchers have denied learning sharing as the way toward making new business and procedures by means of the socialization and learning of learning specialists. Lin and Lee (2016) Boer (2016) has characterized learning sharing as social-connection process in which representatives endeavor to set up a typical comprehension about point and make a strategy for changing this comprehension into an activity to improve association performance. Lin and Lee (2006) expressed that information sharing will impact the accomplishment of any information the board activity and administers in effectives, not viably imparting learning to association will invalidate the point of having a Knowledge Management Sharing, also the accomplishment of association is because of the aggregate exertion of it workers to meet association objective Akhavan (2006) demonstrated that one of the achievement components of any information the executives activity is information sharing which basic to accomplish a fruitful Knowledge Management Sharing.

Boer (2016) demonstrated information sharing is imperative to build up a typical comprehension among working group, learning sharing enable the transformation of specific exercises to accomplish a result lastly learning sharing empower compromise by means of setting up a typical comprehension of the circumstance. All things considered a few researchers contend that Knowledge sharing isn't gainful to association, as there are a few ramifications related with it. For explanation purposes guess that there are two assembling division in one association whom transfer on a similar wellspring of learning and the two offices share information broadly among their group. They will finish up structure comparative item and end up contending one another. Hansen et al (2016) showed that there are negative ramifications to uncontrolled learning sharing inside association as it may cause counter focused among groups inside association this will prompt squandered assets and copy work.

Lin and Lee (2006), pointed that information offering to association is influenced by two fundamental components social components and specialized elements Yang (2010), showed that the components frame of mind to sharing, mentality to learning, association backing and position of authority which influences information partaking in association. Anyway no of those components shows elements affecting representative conduct to share knowledge. Bock and Gulkim(2015), demonstrated that people information sharing conduct is administered by two principle factors which are affiliation and commitment ,those two elements will impact workers frame of mind towards learning sharing and afterward just they will build up a constructive expectation to share learning.

Additionally information is seen as an important position for individual consequently with the goal for them to impart it to other, representatives will interest for an arrival in return for it. Yang and Wu (2007) demonstrated that sharing learning is an individual conduct and the exchange of learning from the holder of information to the beneficiary of information is seen as an irreconcilable circumstance between the information owner and the association. This is otherwise called social issue where the individual advantage will result in hierarchical loses. Osterloh and Weibel (2016) demonstrated that learning sharing is considered as an instance of business like social circumstance, where representatives attempt to expand their individual advantage at the costs of the gathering, and this is known as social situation. It is one reason

which keep representatives in association from sharing learning; social issue can prevent the information partaking in association if not featured and settled appropriately.

Ho (2008), alluded to association execution at the capacity of the association to accomplish its arranged or set targets; besides it is pointed at the effectiveness and the effectiveness of the association in satisfying its money related and non budgetary goals. Zack et al 2009, proposed that there are three fundamental components in which association execution can be estimated on; item authority, client closeness and task perfection.

Information Sharing is characterized by Yu et.al. (2010) as "Procedures that include exchanging knowledge among people and gatherings". As indicated by Liaw, et.al (2008) Knowledge sharing is one of significant objective of an association where every one of people's encounters and knowledge can be moved as an authoritative resource and kept up for future learning and making new information with the assistance of ICT. Information sharing is the exchange and communication of learning. It is a movement through which information is traded among people, companions, or individuals from a family, a network, an association or community parties. It is "making accessible what isn't known" Nonaka (2016) centers in his investigation around information sharing and move inside association. He mentioned learning sharing offers ascend to a general perspective on an association not as a machine for preparing data but rather as a living creature wherein everybody is an information specialist.

2.9.2 Knowledge Transfer

Master et al., (2016) chose two critical segment in making effective various leveled learning; (I) correspondence and (ii) information planning. Most by far of the present Knowledge moves models were set up from correspondence model, bundle information getting ready model and data creation model. Correspondence based model was explained by schramm and later being improvised by Jacobson while the second is based from Hinsz's and tindale model. The third one is based from Nonaka's A dynamic Theory of Organizational learning creation model. Inside the correspondence based procedure, the trading of learning is seen as a message encoded

in a medium by a sender to a recipient in a given setting. Schramm's correspondence model at first included three parts; (I) Sender, (ii) Recipient and (iii) Message.

The authority transforms into the "recipient" or "customer", since the subject learns or gets data (not simply the message beneficiary) however; the "sender" is the data holder. The message transforms into the "object", as it will in general be conveyed by complex data. Schramm's later improved the model by including Media. Media is the channels used to pass on the message, moderate its segment, and update its chances of completing an open exhibition. Schramm's model transforms into the most implied fundamental model in various learning move framework. Learning move hopes to deal with, make, get or spread data and certification its openness for future customers. It is seen as an option that is other than a correspondence issue. Data move is continuously eccentric in light of the fact that (1) learning lives in legitimate people, gadgets, endeavors, and their sub frameworks and (2) much data in affiliations is induced or hard to clarify.

2.9.3 Knowledge Creation (KC)

Information creation (KC) is considered as particular dimension of learning (Lyles, 2013). The age of new information or learning creation happens utilizing four techniques for the Socialization, Externalization, Combination and Internalization (SECI) strategy to improve better execution. Affiliations should attempt insightful undertakings to look for and portray material information and its sources from both inside and outside the affiliation (Lawson, 2003). Learning creation construes the ability to make information and hover it in the things, organizations, and structures, and the whole relationship for better execution (Nonaka and Takeuchi, 1995).

2.9.4 Knowledge Application (KA)

Learning application is a strategy whereby information is accessible and is utilized for basic leadership purposes and passing on guidelines to people who don't have the learning or at the end of the day that a person who has learning guides another. Information application is the

use of learning established in methodology, decides and forms that immediate future exhibition. KA is a static method of acclimatizing and sorting out learning into an association's items or administrations (Li, 2007). Learning application accept the mix of information from evident sources to make dynamic limit working through instruments in context of guidelines or decision making conditions (Grant, 1996). Information applications utilized in a favorable manner towards improve authoritative execution (Olsen and Tobiassen, 2011).

2.9.5 Knowledge Storage (KST)

Knowledge is an essential key resource and a basic corporate resource, which is really controlled for its usage of age (Zack et al., 2009). Information stockpiling coordinates the support, protection (Kraaijenbrink, 2012). Learning stockpiling may similarly be a gadget used as a piece of information move (Jasimuddin, 2012). Research has exhibited that affiliations make new learning for profitable purposes (Argote and Epple, 1990). Thusly, feasible ways to deal with store information must be found (Grant, 2005). Learning which is secured inside the affiliation is much of the time alluded to as "progressive memory" (Stein and Zwass, 1995) and consolidates physical resources just as non-physical sources (Alvi and Leidner, 2001). In perspective on the possibility of learning, unmistakably unsaid information can't be masterminded and set away in physical resources, it must be changed into express learning (Cuel et al., 2006). Unequivocal learning which is put away in physical resources or in the cerebrums of individuals will presumably be constant (Helleloid and Simonin, (1994). Each snapshot of life associations are unknowingly making new learning in the state of physical and non-physical source. The physical wellspring of learning is its worker working inside and outside the association, information put away in report structure or put away in PCs. Non-physical wellspring of information is human personality. These two wellsprings of put away information assume gigantic job to improve firm execution (Quink U., 2008).

2.10 Knowledge Management: Review of Empirical Studies

Knowledge Management is an amazing, multidisciplinary, and controversial idea. Learning Management empowers the current individual knowledge to be caught and changed into hierarchical information, which in turn must be diffused and shared by numerous workers. These workers use this knowledge however they likewise make new person, which ends up hierarchical, and so on. Learning Management is likewise the administration of organization's knowledge that can improve numerous highlights of hierarchical execution in order to be increasingly "canny acting" (Gupta, Iyer, and Aronson, 2012). Although learning the board has been broadly examined by researchers and scholastics there isn't exist a by and large acknowledged definition of knowledge the board idea. Characterizing learning the executives isn't a simple issue since it is multiconfronted and questionably idea and what's more is a mix of procedures, apparatuses, and strategies. Various creators and scientists have presented different meanings of learning management.

Wiig (2016) suggested that Knowledge Management is a gathering of clearly defined procedure or techniques used to look through significant information among different knowledge the board tasks. He additionally included that learning management aims were initially to encourage an association in acting shrewdly, all together to secure its practicality and achievement, and besides to make an association to acknowledge the best estimation of its information resources. Along these lines, the universally useful of knowledge management is to augment association's adequacy (Wiig, 2007).

Moreover, Jennex (2007), characterized learning the board as the training of selectively applying information from past encounters of basic leadership to present and future basic leadership exercises with the express reason for improving the association's viability. As per Holsapple and Joshi (2016) knowledge administration is a substance's efficient and intentional endeavors to expend, cultivate, and apply accessible information in manners that increase the value of the element in the sense of positive outcomes in achieving its goals or satisfying its purpose. There are in excess of three discrete viewpoints of learning management, each one

prompting an alternate definition (Dalkir, 2016). From business point of view, learning the executives is a business action with two essential aspects: Treating the information parts of business exercises as an express concern of business reflected in methodology, strategy, and practice at all dimensions of the organization; and, making an immediate association between an association's scholarly resources both explicit and implicit and positive business results (Barclay and Murray, 2007).

From the psychological view point or information science point of view, information is the major asset that enables us to work shrewdly. Additional time, extensive learning is likewise changed to different signs, such as books, innovation, practices, and conventions, inside associations of assorted types and in society when all is said and done. These changes brought about cumulated skill and when used properly, expanded effectiveness (Wiig, 2013). From processor innovation point of view, information the board is the idea under which data is transformed into noteworthy learning and made available in a usable structure to the general population who can apply it (data week, 2013). Coleman (2009) characterized information the board as an umbrella term for wide assortment of associated and interlocking capacities comprising of: knowledge creation, information valuation and measurements, learning mapping and indexing, knowledge transport, stockpiling and dissemination, and information sharing.

At that year Scarbrough et. al. (2009) characterized information management as "the way toward making, obtaining, catching, sharing, and utilizing information for the increase in hierarchical learning and execution". For Robinson et. al (2016) knowledge administration is "a technique for abusing, or changing learning as a resource for hierarchical use to support nonstop improvement" (Bishop, Bouchlaghem, Glass, and Matsumoto, 2008). While, Gray (2006) expressed that knowledge the executives is a community oriented way to deal with the creation, capture, organization access and utilization of an undertaking's scholarly assets. Holtshouse (2008) recommended that information is a sort of stream that can transfer learning between information provider and information demander. In addition, Petrash (2006) bolstered that learning the board is getting the privilege learning to the correct individuals at the perfect time so they can make the best decisions. Finally, learning the board is a composed, efficient business optimisation methodology that chooses, gathers, stores, sorts out, bundles, and communicates

data that consider fundamental to the matter of an organization in a manner that improves representative presentation and corporate competitiveness (Bergeron, 2013). Concluding we could state that all learning administration convictions and methodologies that have been created centered around the conviction that learning is a significant resource which should be taken care of carefully while the center of knowledge management is to get the correct information to the opportune individuals at the privilege time. Therefore, information the executives is a procedure that encourages associations to capture, select, arrange, disperse, and move huge data, knowledge, and aptitude to pick up business advantage.

Knowledge Management is a main thrust of basic significance for business achievement or disappointment. Information the executives is another however mind boggling process with numerous variables affecting its usage. These variables, likewise known as knowledge the executives empowering agents, ought to be clear in an association, on the grounds that not only they make learning however they additionally brief individuals to impart their insight and encounters to other people (Yeh, Lai, and Ho, 2006). Now a days the extraordinary goal of numerous associations is to recognize a suitable knowledge the executives framework and deal with their insight effectively.

A broad range of achievement factors for an information the executives usage have been identified in the writing. One of the most punctual investigations of learning management critical elements was introduced by Skyrme and Amidon in 2007. They featured seven key achievement factors, including a solid connect to business basic, a compelling vision and engineering, information initiative, learning making and sharing society, consistent learning, a well created innovation foundation and systematic hierarchical information forms (Wong and Aspinwall, 2016). Davenport et al. (2008) led an examination to investigate the acts of 18 learning administration extends in 24 organizations, with the point of deciding the factors related with the adequacy. The outcome recognized 18 effective projects with eight achievement factors. These components were connecting information the executives to economic execution or industry esteem, an unmistakable reason and language, a standard and adaptable learning structure, different channels for information move, culture, technical and hierarchical framework, change in inspirational practices, and senior the board support (Wong, 2016). Moreover, at that year

Ruggles (in Mathi, 2016) called attention to that components, for example, individuals, procedure and innovation should be thought about in learning the board usage, focusing mainly in individuals and after that following procedure and technology.

Arthur Anderson Business Consulting (2009) accepted that people, corporate culture and data innovation are the greatest empowering agents of knowledge management execution. As per this exploration information management enablers are the key factors that decide the adequacy of knowledge management inside an association. Holsapple and Joshi (2012). Firstly, they research the components, which got from different writing sources, and likely impact the accomplishment of learning the board. Besides, they conducted a Delphi examine so as to assess the suitability for the components they evaluated and investigated before. They recommend three kinds of impacts, managerial, resource, and natural, containing various factors every one. Hasanali in 2015 claimed that the accomplishment of information the executives relies upon a wide range of elements. His prosperity variables are authority, culture, structure, jobs and responsibilities, IT foundation, and estimation. In like manner, Chourides et al. (2013) featured five classifications of variables specifically, procedure, human resource management data innovation, quality, and advertising (Wong, 2016). Also another exact investigation led by Davenport and Probst (2015) suggested a progressively broad rundown of accomplishment factors for the execution of learning the executives. This rundown included initiative, execution estimation, authoritative arrangement, learning sharing and obtaining, data frameworks structure, and benchmarking and preparing.

Bixler (2015) made a four column model to demonstrate the significance of various variables for guaranteeing fruitful execution of learning the executives activities. The four columns were leadership, organization, innovation and learning (Mathi, 2016). Furthermore Stankosky and Baldanza (2012) built up a calculated structure for learning the board in which the four columns were association, innovation, initiative, and learning. Moreover, Mathi (2016) suggested that the components which determine knowledge the executives accomplishment in an association are culture, learning the board association, frameworks and data innovation foundation, successful and efficient procedures and measures (Akhavan, Jafari, and Fathian, 2006).

2.11 Organizational Performance

Performance is the final product of exercises; it incorporates the genuine results of the vital management process (Alrubaiee, 2012). In like manner Ben Zaied et al., (2015) placed that the hierarchical exhibition is represented by the achievement in accomplishing its objectives. Hierarchical execution establishes all behaviors related to authoritative destinations relying upon the commitment levels of individuals to the association (Borman and Motowidlo, 2013). In any case, the authoritative presentation is the mirror that reflects theocratization's capacity in accomplishing high profitability gave it is consolidated the customers "satisfaction and having a well piece of the pie that can give a reasonable money related discount and do social and ethic obligations towards the earth where the association works and the general public (Tubigi and Alshawi, 2015).

So also, researchers considered authoritative execution as the accomplished consequences of the connection between the exercises of correspondence and data innovation segment and its assets or the contrast between the budgetary objectives and the non-monetary ones out of a particular time frame (Rajneeshand Kaur, 2014). Besides, Venkatraman and Vasudevan, (2006) noticed that estimation for the organizational execution depends on the fields of execution in the business associations change and differ according to their various organizations, nature of exercises and the level of spotlight on the fields that is believed to accomplish objectives are viewed as a need for the association (for example Giovanni, 2012). Despite the fact that researchers have various mentalities towards recognizing fields of execution and methods for estimating them, hence some of them focus on the investors objectives as real fields of execution that the organization ought to depend on estimating the exhibition.

Darroch (2016) infer that the money related execution will remain the field that decides the degree of the organization's achievement and its powerlessness to accomplish the fundamental dimension of the budgetary exhibition. Be that as it may, its reality will be in threat, just if the performance incorporates non-monetary scales, the foundation picture of the exhibition will show up the thing which the money related signs neglect to do (Zainol and Ayadurai, 2011).

In steady with this, Sinkand Tuttle (2009) additionally understood that presentation ought not to be dealt with just as a budgetary idea. In this way, it is proposed that especially in the administration division, non-money related execution ought to get serious consideration. Nofal e al., (2014) contended that depending just on the monetary proportions in assessing the exhibition gives incomplete picture about the association. Hence, this technique in assessment ought to be improved and supported by operational execution scales to manufacture estimation framework for successful execution in the association, for example, piece of the overall industry, client hold.

To this end, Noruzy et al., (2013) contended that if the manger considerations of the complete exhibition of the association, he will almost certainly make a harmony among the operational and the budgetary interests. Customarily, firm execution has been seen and estimated in accounting terms. An extra issue ought to be raised here; because of secrecy concerns, it is often challenging to acquire genuine bookkeeping information from associations except if they are freely cited companies. Coulter and Robbins (2006) further brought up that presentation is an impartially existing actuality that provides both goal and emotional evaluation. As an outcome, past research concentrates looking into performance related issues utilized self-revealed budgetary and non-monetary execution measures. Alrubaiee (2012). Be that as it may, Tseng and Lee, 2014, pointed out, that a few researchers have continually discussed the hierarchical exhibition estimation record. For instance, Tippins and Sohi (2013) suggested benefit, rate of quantifiable profit, client maintenance, and deals development rate as the organizational execution estimation files, while Lee and Choi (2013) recommended piece of the pie rate, comparisons of achievement with different organizations, development rate, gainfulness, and capacity to improve as the organizational execution estimation lists.

Albeit authoritative execution envelops numerous particular regions of firm results (for example measurements) (Richard et al., 2009; Thang et al., 2008; Morganand Strong, 2013; Nwokah, 2008), we concentrated just on four key measurements to quantify authoritative execution, Profitability, piece of the overall industry, deals development, and customer satisfaction. Therefore, the examination assesses hierarchical execution utilizing the emotional way to deal with measuring performance of Telecommunication and data innovation association in respect to its competitors across four properties: gainfulness, piece of the overall industry,

deals development, and consumer loyalty. A number of authors safeguard the ampleness of emotional measures rather than target ones (Pertusa-Ortega et al.2010). Thoughtfully, development reflects increments in deals and is regularly reflected in piece of the pie gains. Growths in deals and piece of the overall industry are imperative to a business to guarantee long haul practicality and asset availability. Profitability principally reflects current execution (Venkatraman and Vasudevan2006). Similarly, profitability is considered by Hunt and Morgan (2016) as a definitive authoritative result and is commonly utilized in vital administration examines. Moreover, Vorhies and Harker (2012) contended that customer fulfillment speaks to the viability of the association in conveying an incentive to its customers and is regularly seen as a predecessor to benefit (Alrubaiee, 2013).

2.12 Employee Performance

In the organizational context, performance is typically characterized as the degree to which a hierarchical part adds to accomplishing the objectives of the association. Representatives are an essential wellspring of upper hand in administration situated associations (Luthans and Stajkovic, (2009); Pfeffer, (2016). What's more, a dedication execution approach sees workers as assets or resources, and qualities their voice. Worker execution assumes a significant job for hierarchical execution. Representative execution is initially what a worker does or does not do. Execution of representatives could include: amount of yield, nature of yield, practicality of yield, nearness at work, helpfulness (Güngör, 2011).

Macky and Johnson pointed that improved individual representative execution could improve hierarchical execution also. From Deadrick and Gardner's (2007) points, worker execution could be characterized as the record of results accomplished, for each activity work, during a predetermined timeframe. Whenever saw along these lines, execution is spoken to as an appropriation of results accomplished, and execution could be estimated by utilizing an assortment of parameters which portray a representative's paten of execution after some time. Then again, Darden and Babin (2016) said worker's presentation is a rating framework utilized in numerous partnerships to choose the capacities and yield of a representative. Great worker

execution has been connected with expanded buyer view of administration quality, while poor representative execution has been connected with expanded client grievances and brand exchanging. To finish up, representative execution could be essentially comprehended as the related exercises expected of a laborer and how well those exercises were executed. At that point, numerous business work force executives survey the representative execution of each staff part on a yearly or quarterly premise so as to enable workers to recognize recommended regions for development.

As referenced by Swart et al. (2016) this employee prevalent execution happen simply because of good quality preparing program that prompts worker inspiration and their needs fulfilment. According to Wright and Geroy (2014), representative abilities changes through viable preparing programs. It not only improves the general execution of the representatives to viably play out the present place of employment yet in addition upgrade the knowledge, abilities a frame of mind of the laborers vital for the future occupation, along these lines adding to predominant hierarchical performance. A great worker execution is essential for the association, since an association's success is subordinate upon the representative's inventiveness, advancement and responsibility (Ramlall, 2008). As indicated by Hawthorne contemplates, and numerous other research chip away at efficiency of laborer featured the way that representatives who are happy with their activity will have higher occupation execution, and in this manner incomparable activity maintenance, than the individuals who are not content with their employments (Landy, 2016).

In addition, it is expressed that representatives are almost certain to turnover in the event that they are not fulfilled and henceforth demotivated to indicate great execution. Representative execution is higher in glad and fulfilled laborers and the administration think that its simple to rouse superior workers to achieve firm targets (Kinicki and Kreitner, 2007). The worker could be possibly fulfilled when they feel themselves skillful to perform their occupations, which is accomplished through better preparing programs. Recognizing the job of preparing rehearses, empower the top officials to make better workplace that at last improves the persuasive dimension just as the presentation of the workforce.

Workers are the most important resource of each organization as they can represent the moment of truth an organization's notoriety and can unfavorably impact productivity. Representatives regularly are in charge of the extraordinary main part of essential work to be done aswell as consumer loyalty and the nature of items and occasions. Without appropriate preparing, workers both newand current don't get the data and build up the ranges of abilities important for achieving their errands at theirmaximum potential. Workers who experience legitimate preparing will in general keep their employments longer than the individuals who don't. As per Farooq and Aslam (2011), directors are attempting their dimension best to build up the representative's capacities, eventually making great workplace inside the association. For limit building administrators are associated with building up the successful preparing programs for their representatives to furnish them with thedesired learning, aptitudes and capacities to accomplish hierarchical objectives. This battle by the top administration not onlyimproves the worker execution but rather likewise makes positive picture of the firm around the world, (Jia-Fang, 2010).

Effective preparing projects causes representatives to get associate with the ideal new innovative advancement,also increasing full order on the abilities and aptitudes required to perform at s specific occupation and to void on thejob blunders and mix-ups (Robert, 2006). Among the significant capacity of human asset the board, one of the urgent capacity is representative improvement through legitimate preparing and advancement programs. Worker improvement alludes to the capacityand ability expanding on a representative, and hence starting at entire association, to fulfill the guideline execution level (Elena P. 2012). More the created workers, more they are happy with their activity, henceforth expanding the firm efficiency and gainfulness. (Champathes, 2006). Past inquires about demonstrated a positive connection among preparing and worker execution, as preparing brings benefits for theemployee alongside for the firm by decidedly affecting representative execution through the upgrade ofemployee's abilities and conduct. Firms that spotlights on investors and consumer loyalty acknowledged theimportance of putting resources into preparing, and subsequently perceives the value of representative improvement (Evans & Lindsay, 2009).

According to Swart et al., (2016), spanning the presentation hole alludes to actualizing an applicable training intervention for creating specific aptitudes and capacities of the specialists and upgrading employee performance. As per Wright and Geroy (2014), worker capabilities changes through compelling preparing programs. It not only improves the general execution of the representatives to adequately play out the present place of employment yet in addition upgrade the knowledge, abilities a disposition of the laborers vital for the future occupation, therefore adding to prevalent organizational performance.

Information and data are unique in relation to learning albeit still interrelated. On one hand, while information speaks to crude numbers or words about certainties, perceptions, or observations; data is handled information of pertinence and reason. Then again, learning is generally, helpful or noteworthy data. Learning is data that is important to a choice. It is great clarifications, and it is arrangements (regardless of whether incomplete) to issues individuals had. Learning has turned out to be a standout amongst the most exceptionally esteemed products in the cutting edge economy. Further, information is viewed as the primary device of intensity and advancement in the composition of item chain to the more extensive procedures of territorial and national monetary improvement (Barney, 1995; Bhatt, 2000; Daniels and Bryson, 2002; Shapira et al., 2006). The new worldview is that inside the association learning must be partaken with the end goal for it to develop. Sharing learning among its administration and staff becomes more grounded and turns out to be progressively aggressive (Uriarte, 2008).

Learning Management (KM) is a way to deal with accomplishing authoritative targets by utilizing information, or "doing what is expected to benefit from learning assets" (Becerra-Fernandez et al., 2004). Skyrme (2001) characterizes information the executives as "the unequivocal and precise administration of imperative learning and its related procedures of creation, association, dispersion, use and misuse". In the advanced economy, KM assumes a key job and has been broadly utilized by numerous organizations as a standout amongst the best methods for making progress in the data age (Malone, 2002).

From another point, Jashapara (2004) defines it as "the powerful learning procedures related with investigation, abuse and sharing of human information that utilizations proper

innovation and social environments to improve an association's scholarly capital and execution." The data advances that help KM all through an association are alluded to as Knowledge Management Systems (KMS) (Holsapple, 2003 ; Park and Kim, 2006; Sedighi, 2006; and Zhang and Zhao, 2006, to name a few). KMS are PC based information systems (counting databases, information stockrooms, record the executives frameworks, and man-made reasoning) that oversee learning all through the association; they will probably distinguish, catch, store, keep up, and convey (recover, move, and disperse) helpful learning in a significant structure to everybody who needs it, wherever and whenever, inside the association (Turban et al., 2011).

Organized or unstructured, express or inferred learning from inner or outside sources can be put away in a hierarchical KMS (Davenport and Prusak, 1998). The utilization of KMS to help KM procedures empowers KM to accomplish its objectives. KMS improve adequacy and efficiency of hierarchical KM. A few empirical studies in various nations gave proof on the criticalness of KM and KMS, for example, Gold et al. (2001), and Jennex (2008) in the US, Chong (2006) in Malaysia, Liu and Tsai (2007) and Wu and Wang (2006) in Taiwan, and Al-Busaidi and Olfman (2005) in Oman.

KMS is a kind of a Decision Support Systems (DSS). Well-organized decision sincerely strong systems direct pioneers in their undertakings towards achieving their objectives through giving them point by point information redid unequivocally to their needs. A sizable composing examines the effect of using DSS on essential authority profitability and sufficiency. One can review gigantic quantities of these examinations in Dickson, Senn, and Charvancy (1977), Jenkins (1977), Ives, Hamilton, and Davis (1980), Courtney, DeSanctis, and Kasper (1983), Jarvenpaa (1985), Sharda et al. (1988), A. R. Ganguly, and A. Gupta (2005).

In association with the present examination, we acknowledge there is a great deal of appreciation in the conveyed composition (as will be found in the blink of an eye) that KM and KMS decidedly sway the show of business shapes. Meanwhile, a comparative composition still shows out a prerequisite for observational research that exhibits that effect (Robles-Flores, 2011). Various examinations have point by point that the usage of KM and KMS result in business strategies' focal points, for instance, reasonability, viability, imagination, productivity,

and execution; and specialists' focal points such as fruitful essential initiative, better learning, adaptability, satisfaction, and execution, and various others (Mohamed and Jalal, 2011; Dermol, 2011; Alavi and Linder, 2001; Becerra-Fernandez, Gonzalez, and Sabherwal, 2004; Davenport and Prusak, 1998).

A review of the corporate passages composing reveals that there are compelled examinations that have focused on issues related to their Web structure quality (Yang, Cai, Zhoe, and Zhou, 2005). There are a couple of examinations in the KM composing, for instance, Chung and Lee (2007), Liu and Tsai (2007), Jiang and Liab(2008), Tiwana (2004) and Norman (2002) that have investigated the impact of KM, but at very limited KM shapes just as favorable circumstances scales.

Reviewing the specific impact of each KM system uninhibitedly has not been addressed adequately. Looking at the activities required for the methodical treatment of learning resources is fundamental (Heisig, 2009). Relating KM and business techniques is an essential accomplishment factor for KM and for incredible usage of corporate portal (Benbya et al., 2004). Likewise, laborers' clear KMS focal points are an imperative determinant of their usage (Wu and Wang, 2006; Becerra-Fernandez et al., 2004).

Thus, it is noteworthy for relationship to see the effect of supporting corporate gateways KM processes on business strategies and specialists. The usage of corporate passages in schools is getting to be generally speaking (Li and Wood, 2005). There is some composition on the usage of corporate gateways in insightful associations (Al-Busaidi, 2009; Pino and Doucet, 2007; Li and Wood, 2005), in any case observational examinations that overview the impact of supporting KM shapes through corporate sections on business methods and agents in the educational setting are limited. AlBusaidi (2010) investigated this impact in an academic establishment. Her examination explored KM techniques subject to Gold et al's. (2001) request. Studies are called for to inspect this impact reliant on different KM structures orders.

Environment in which associations work and settle on choices today is winding up increasingly harder managing and anticipating. Business condition components can be isolated into four noteworthy classes: markets, purchaser requests, innovation, and societal (Turban et al., 2011). The power of the greater part of these elements increments with time, prompting more weights, more challenge, etc. Also, associations and offices inside associations face diminished spending plans and enhanced weights from top administrators to improve execution as far as benefit, development, and hazard:

In light of related writing, Bacerra-Fernandez et al. (2004) note four patterns that drive information the board: expanding area unpredictability, quickening market instability, heightened speed of responsiveness, and diminishing individual experience. In the first place, intricacy of inward and outer procedures, expanded challenge, and the quick progression of innovation all add to expanding space multifaceted nature. Second, the pace of progress, or instability, inside each market area has expanded quickly in the previous decade. Third, the time required to make a move dependent on unobtrusive changes inside and crosswise over areas is diminishing. Fourth, High worker turnover rates have resulted in people with basic leadership expert including less residency inside their associations than any time in recent memory.

Receiving learning the executives, associations can improve their capacities of making, overseeing, sharing and applying their insight, hone their business knowledge, upgrade their administrative choices productivity and adequacy, and at last accomplish better business execution (Herschel and Jones, 2005; and Lo and Chin, 2009). Information the executives is established in the ideas of hierarchical learning and authoritative memory. At the point when individuals from an association work together and convey thoughts, educate, and learn, information is changed and moved from individual to individual (Bennet et al., 2003).

Nonaka and Takeuchi (1995) have depicted externalization as the way toward changing over inferred information into express structures, and disguise as the transformation of unequivocal learning into implicit information. Externalization and disguise cooperate in helping people learn. Bacerra-Fernandez et al. (2004) have clarified that Socialization likewise enables people to obtain information yet as a rule through joint exercises, for example, gatherings, casual

discussions, etc. One explicit, however significant, manner by which learning through socialization can be encouraged includes the utilization of a network of training, characterized as a natural and self-sorted out gathering of people who might be scattered geologically or hierarchically yet convey routinely to talk about issues of shared premium.

2.13 CVF Theory

Quinn and Rohrbaugh (1983) determined the CVF by dissecting the relationship among Campbell's (1977) adequacy criteria. In a two-section examine, they requested that seven scholastic specialists assess which of Campbell's 30 adequacy criteria were significant for authoritative viability and dissected reactions with multidimensional scaling. Results uncovered that a three-dimensional symmetrical arrangement was the best portrayal of these adequacy criteria. These three fundamental measurements, which were alluded to as center, structure, and means–closes, were proposed to speak to contending guiding principle that "speak to what individuals esteem about an association's exhibition" (Cameron and Quinn, 1999, p. 31.). We currently think about these measurements in more detail. The Structure of the CVF Figure 1 outlines how the components of center and structure overlay to characterize the four social sorts including the CVF: tribe, adhocracy, market, and progressive system. The center measurement (i.e., flat hub in Figure 1) separates viability criteria that underscore inside abilities, combination, and solidarity of procedures from those that middle on an outer direction and separation. The structure measurement (i.e., vertical pivot in Figure 1) separates viability criteria that attention on adaptability and watchfulness from criteria that stress solidness and control.

The CVF's third esteem measurement, implies closes, is the hypothetical premise whereupon the CVF composers explain why each culture type is related with a particular vital push and a one of a kind arrangement of adequacy criteria. Specifically, the third measurement explains the practices that exude from qualities and convictions. These practices are the components (implies) through which culture types are connected with wanted viability criteria (closes). Expressed in an unexpected way, an aggregate's qualities and convictions are the social regulating desires that illuminate individuals how they should carry on (Meglino and Ravlin,

1998; O'Reilly, Chatman, and Caldwell, 1991). Practices (e.g., partaking, going for broke, being forceful, holding fast to rules) accordingly influence representatives' mentalities and substantial work yield.

Figure 2 shows the fundamental suppositions, convictions, qualities, and antiquities hidden each social sort alongside the adequacy criteria anticipated to identify with each kind. Since adequacy criteria are connected, recollect that culture types are bound to have changing associations with viability criteria instead of inverse connections, as one would expect if the social kinds were genuinely dichotomous. Culture Types Underlying the CVF The faction culture type is inside arranged and is fortified by an adaptable authoritative structure. Figure 2 demonstrates that the supposition fundamental tribe societies is that human connection produces positive emotional representative mentalities coordinated toward the association. At the end of the day, "associations succeed on the grounds that they contract, create, and hold their human asset base" (Cameron et al., 2006, p. 38). A center confidence in group societies is that the association's trust in and responsibility to workers encourages open correspondence and representative contribution. Therefore, close associations esteem connection, alliance, enrollment, and backing (Cameron and Quinn, 1999). Practices related with these qualities incorporate collaboration, investment, representative inclusion, and open correspondence.

These methods are relied upon to proclaim the results of representative spirit, fulfillment, and duty (Cameron and Ettington, 1988). The adhocracy culture type is remotely arranged and is bolstered by an adaptable hierarchical structure. A major supposition in adhocracy societies is that change encourages the creation or collecting of new assets (see Figure 2). A basic faith in adhocracy societies is that a hopeful and novel vision instigates individuals to be innovative and go out on a limb. Consequently, adhocratic associations esteem development, incitement, assortment, self-governance, and scrupulousness (Quinn and Kimberly, 1984). Practices that exude from these qualities incorporate hazard taking, imagination, and versatility. Subsequently, these methods are anticipated to develop advancement and front line yield (Denison and Spreitzer, 1991). The market culture type is remotely situated and is fortified by an authoritative structure saturated with control systems. As indicated by the CVF, a presumption fundamental market societies is that an accomplishment center produces intensity and forcefulness, bringing

about efficiency and investor esteem in the short and quick term (Cameron and Quinn, 1999). The essential faith in market societies is that reasonable objectives and unexpected prizes persuade representatives to forcefully perform and live up to partners' desires. In this manner, showcase associations esteem correspondence, capability, and accomplishment. Practices related with these qualities incorporate arranging, task center, concentrated choice

Culture Type	Assumptions	Beliefs	Values	Artifacts (behaviors)	Effectiveness Criteria
Clan	Human affiliation	People behave appropriately when they have trust in, loyalty to, and membership in the organization.	Attachment, affiliation, collaboration, trust, and support	Teamwork, participation, employee involvement, and open communication	Employee satisfaction and commitment
Adhocracy	Change	People behave appropriately when they understand the importance and impact of the task.	Growth, stimulation, variety, autonomy, and attention to detail	Risk-taking, creativity, and adaptability	Innovation
Market	Achievement	People behave appropriately when they have clear objectives and are rewarded based on their achievements.	Communication, competition, competence, and achievement	Gathering customer and competitor information, goal-setting, planning, task focus, competitiveness, and aggressiveness	Increased market share, profit, product quality, and productivity
Hierarchy	Stability	People behave appropriately when they have clear roles and procedures are formally defined by rules and regulations.	Communication, routinization, formalization, and consistency	Conformity and predictability	Efficiency, timeliness, and smooth functioning

Figure 2.3: Difference Between Organization Cultures

Making, and explanation of clear objectives. These methods are estimated to result in an organization beating its rivals, accomplishing its objectives, improving item quality, and upgrading its piece of the pie and gainfulness (Cameron et al., 2006). The chain of importance culture type is inside arranged and is upheld by a hierarchical structure driven by control instruments. As appeared in Figure 2, a center presumption in various leveled societies is that control, steadiness, and consistency cultivate effectiveness. An overwhelming faith in progressive system societies is that representatives meet desires when their jobs are obviously characterized. Therefore, various leveled societies are conjectured to esteem exact correspondence, reutilizations, formalization, and consistency (Quinn and Kimberly, 1984). Practices that outcome from these qualities incorporate similarity and consistency. These methods thus are relied upon to advance proficiency, practicality, and smooth working (Denison and Spreitzer, 1991).

In whole, the CVF recommends that culture types comprise of a mix of the association's concentration and structure. They have extraordinary arrangements of practices, qualities, convictions, and suspicions that impact the association's consideration and exertion to achieve particular authoritative closures. Henceforth, CVF hypothesis recommends that culture types are relied upon to identify with various hierarchical adequacy pointers as a component of their essential suppositions, qualities, and structures. Hierarchical Effectiveness Taxonomy The multidisciplinary enthusiasm for the authoritative culture writing has yielded observational discoveries connecting society with an assortment of authoritative procedures and results. Despite the fact that this assorted consideration bear's witness to culture's significance inside associations, epitomizing and orchestrating divergent adequacy criteria represents a critical test except if a stingy scientific classification is used. We infer three viability classes that are predictable with existing arrangements to concisely coordinate the adequacy criteria utilized in past research (e.g., Dyer and Reeves, 1995; Hart and Quinn, 1993; Kaplan and Norton, 1992).

Worker mentalities criteria comprise of representatives' perceptions toward the association, for example, hierarchical duty and occupation fulfillment. Operational adequacy criteria speak to associations' imaginative items and procedures just as item and administration quality. Money related adequacy criteria exemplify associations' quest for outer proportions of achievement, for example, development (i.e., increment in income as well as number of representatives) and productivity. These classes clearly are connected and are fit to for-benefit than not-revenue driven associations. All things considered, we use them as a heuristic to help with translating our meta-explanatory outcomes. Speculations, We put together our expectations with respect to the first CVF scientific categorization (Quinn and Rohrbaugh, 1983) in light of the fact that it speaks to the hypothetical establishment undergirding the connection among culture and viability (Cameron and Quinn, 1999; Cameron et al., 2006; Quinn and Kimberly, 1984).

We likewise connected other correlative speculations and observational research to reinforce support for these theories. The accompanying speculations relate to connections between the way of life types family, adhocracy, and market and viability criteria worker frames of mind, operational adequacy, and budgetary adequacy. Worker Attitudes Figures 1 and 2

demonstrates that a faction culture's key push of teaming up is driven by estimations of connection, alliance, trust, and backing (Cameron et al., 2006). These qualities impact unit level conduct by saturating social standards that immediate individuals' exertion through articulating which practices are normal and compensated (O'Reilly and Chatman, 1996). Faction esteems along these lines impact unit individuals to include themselves in cooperation, partake in basic leadership, and take part in open correspondence. These practices thus lead to alluring aggregate representative dispositions since they make a feeling of possession and obligation (Denison and Mishra, 1995).

Essentially, bunch commitment models of procedural equity hypothesize those unit individuals who have a chance to be associated with the basic leadership procedure cause positive effect toward their separate units (Tyler and Blader, 2003). Faction societies, which empower cooperation and contribution, should accordingly be related with positive unit-level worker frames of mind. In spite of the fact that adhocracy societies are relied upon to positively affect accumulated representative frames of mind, CVF hypothesis and research on occupation structure and participative administration recommend that the relationship is weakened by surviving intervening and directing factors. Self-sufficiency, a focal incentive in adhocracy societies, is a rousing work trademark that by implication improves unit individuals' demeanors toward the association (Hackman and Oldham, 1976; Humphrey, Nahrgang, and Morgeson, 2007).

Independence's impact on individuals' aggregate frames of mind is roundabout, as indicated by Hackman and Oldham's (1980) work qualities model of occupation plan, on the grounds that the relationship is intervened by three basic mental states (i.e., experienced seriousness, experienced duty, and learning of results) and is directed by information and aptitudes, development need quality, and setting fulfillments. Humphrey et al's. Meta-investigation halfway affirmed these expectations. Further, examine on participative administration bolsters a backhanded connection among self-sufficiency and representative work frames of mind in that participative administration is relied upon to be best when the dimension of trust among directors and representatives is high; when representatives don't take a shot at

associated errands; and when representatives are equipped, arranged, and intrigued by investment (Sashkin, 1984; Wagner, Leana, Locke, and Schweiger, 1997).

By and large, the connection between adhocracy societies and representative frames of mind should be more negative than that between group societies and worker mentalities on the grounds that the impacts of an adhocracy culture don't straightforwardly impact aggregate representative dispositions. Similarly as with adhocracy societies, contradicting instruments may weaken the greatness of the connection between market societies and representative mentalities. Market societies cultivate positive aggregate representative frames of mind when units accomplish objectives. Gathering individuals get fulfillment from accomplishing objectives on the grounds that the way of life gives significant extraneous and additionally inherent prizes (Judge, Bono, Erez, and Locke, 2005; Maier and Brunstein, 2001).

Then again, advertise societies pervaded by rivalry and forcefulness can deleteriously affect aggregate worker frames of mind by encouraging doubt among gathering individuals. Thus, hierarchical individuals do without joint effort in lieu of seeking after personal matters, which contrarily impacts workers' aggregate frames of mind toward the association (Kirkman and Shapiro, 2001). The effect of adhocracy and market societies on aggregate representative frames of mind therefore might be lessened by countervailing bunch elements. In total, change in unit-level representative dispositions might be represented by interceding factors, in this manner decreasing the immediate impact of adhocracy and market societies. Henceforth, adhocracy and market societies ought to have a more fragile, progressively distal relationship with positive unit-level representative frames of mind than do group societies.

2.14 Proposed Model

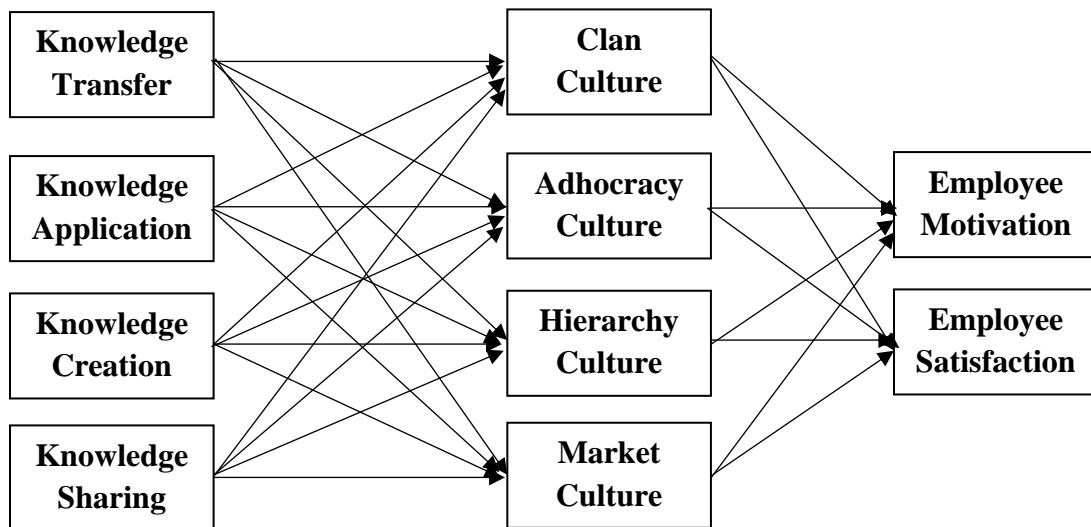


Figure 2.4: Proposed Conceptual Model

2.15 Hypotheses Development

Alavi and Leidner (2001) build up a structure for investigation of the supporting job of a data framework with KM, explicitly four arrangements of socially established, related learning forms:

- Knowledge creation
- Knowledge sharing (to incorporate capacity and recovery)
- Knowledge transfer
- Knowledge application

Gold et al. (2001) likewise gave a comparative characterization, however with another KM measurement. They showed that the ability of the authoritative KM is evaluated by joining instruments and systems that help not only information obtaining, learning change, information application, yet in addition information insurance.

Cameron and Quinn 1983 identified three fundamental measurements, which were alluded to as center, structure, and means–closes, were proposed to speak to contending guiding principle that "speak to what individuals esteem about an association's exhibition" (Cameron and Quinn, 1999, p. 31.). We currently think about these measurements in more detail. The Structure of organizational culture outlines how the components of center and structure overlay to characterize the four social sorts including the CVF: clan, adhocracy, market, and hierarchy system which set this theory for measurement.

Effective preparing projects causes representatives to get associate with the ideal new innovative advancement,also increasing full order on the abilities and aptitudes required to perform at s specific occupation and to void on thejob blunders and mix-ups (Robert, 2006). Among the significant capacity of human asset the board, one of the urgent capacity is representative improvement through legitimate preparing and advancement programs. Worker improvement alludes to the capacityand ability expanding on a representative, and hence starting at entire association, to fulfill the guideline execution level (Elena P. 2012). More the created workers, more they are happy with their activity, henceforth expanding the firm efficiency and gainfulness. (Champathes, 2006), they measure employee performance in employee motivation and satisfaction.

Table 2.2: Hypothesis Development

No.	Hypotheses Statements
H1	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.
H2	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.
H3	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.
H4	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.
H5	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.
H6	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.
H7	Market Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.
H8	Market Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.
H9	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.
H10	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.
H11	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.
H12	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.
H13	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.
H14	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.

H15	Market Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.
H16	Market Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.
H17	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.
H18	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.
H19	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.
H20	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.
H21	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.
H22	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.
H23	Market Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.
H24	Market Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.
H25	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.
H26	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.
H27	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.
H28	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.
H29	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.

H30	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.
H31	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.
H32	Market Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The intention of this chapter is to highlight the research approach, methods, research paradigm and all other research techniques which the researcher is going to be use for this study. The chapter contains the selection of quantitative or qualitative research approach, interpretive or positivist paradigms, inductive or deductive investigation approach, experimental or contextual objective of the study, and interview or survey collection method. According to Pickard (2013) research methodology describes the research philosophy, approach, methods and techniques for study examination. With the help of literature the researcher identifies the research philosophy, research paradigms, methods and techniques which help the research to conclude this study. This chapter also explains the Instrumentation, sampling technique, question design, question format, sample size, instrument validity and reliability through pilot testing, data collection procedure with proper literature justification.

This chapter also explains the each item of the instrument with the support of literature, the selection of sample and instrument pilot testing is important part of this chapter. The pilot testing of the instrument explains the reliability and validity of the questionnaire which helps the research analysis of the research. This part also highlights the importance of ethical consideration of the research; this part ends with data collection procedure, data analysis technique and with the chapter summary.

3.2 Philosophy of the Research

According to Creswell (2013), the philosophy of research includes the ontology, epistemology, axiology and rhetoric. The philosophy is a broad term which includes the method to choose research approach, research methodology, research procedures and suitable research techniques for investigation of the study. According to Creswell et al 2013, in ontology the

researcher identify in his research what is knowledge while in epistemology the researcher know it about knowledge, in axiology the researcher have effect on study and give value to research, the researcher writing and language approach is known as rhetoric. According to Pickard (2013) research philosophy describes the research methods, approach, methods and techniques for study examination. The research methods are quantitative or qualitative research approach, interpretive or positivist paradigms, inductive or deductive investigation approach, experimental or contextual objective of the study, and interview or survey collection method.

3.2.1 Research Paradigms

The research paradigm used in this research specially focus on finding relationship between employee performance and knowledge sharing practices. A paradigm is collection of epistemological, ontological and methodological assumptions. There are various types of research paradigms in the context of present research but Saudi & Haizam (2014) summarized the various research paradigms into four major types. These four paradigms are positivism, , critical theory, constructivism and realism. Table below represented how these four paradigms differentiate from each other:

Table 3.1: Comparison of Different Research Paradigms

	Positivism	Constructivism	Critical Theory of Collection	Realism
Identified as	Quantitative	Collection of qualitative and interpretive paradigms	qualitative or interpretive paradigm	
Ontology	Truth can be discovered by science.	Truth is subjective and resulted by multiple realities.	Truth is based upon historical realities	Truth is Apprehensible.
Epistemology	A single reality that can be apprehended	Truth is subjective and resulted by multiple realities.	Subject to transformation of various social, political, economic and gender values	Truth is apprehensible
Common Methodology	Quantitative in nature	Qualitative	Qualitative	Quantitative

Source: Saudi & Haizam (2014)

Table 3.1 shows the comparison of different research paradigms.

3.2.2 The Positivist Paradigm

The positivist paradigm is totally quantitative in nature and used quantitative methodologies in the survey method. The origin of the approach is metaphysical speculation. The paradigm is also considered to be inappropriate as the research mainly focus on attitude and behavior of bodies instead of human feelings (Johnson and Onwuegbuzie, 2004). According to Creswell and Clark 2007, the question of the research determines the research methodology of the study. If the question or issue of the research is to attest or check theory or hypothesis and the dependent, independent and mediate variable are indicate to examine theory so the positivism method is most excellent method for research. According to Creswell 2013, and Bell & Bryman 2015, the positivism paradigm is best method to investigate. According to Turyasingura (2011) when the study in social context and depend on the objective view of the respondent the positivism paradigm is most excellent method to examine.

3.2.3 The Critical Theory Paradigm

This worldview was set up and created by the Frankfurt School and it goes for scrutinizing and changing social, political, social, monetary, ethnics and sexual orientation esteems. The epistemology includes a nearby connection between the specialist and protest of the examination. Along these lines, the fundamental apparatus is the interpretive limit of the scientist. The basic hypothesis worldview does not allow the discoveries to be summed up on the grounds that it just spotlights on a specific association or body. Then again, this examination enables discoveries to be summed up and fills in as a reason for the definition of methodologies by the Malaysian government. Thus, hence, this worldview was not viewed as proper for this examination. (Saudi & Haizam 2014)

3.2.4 The Realist Paradigm

This worldview worries on the production of the learning about the outer reality by attempting to comprehend and clarify why individuals have diverse encounters and conduct. Being likewise subjective in nature, it holds that the truth is socially built instead of equitably decided. Pragmatists trust that there is a 'genuine' world to find regardless of whether it is just probabilistically comprehensible and blemished. A pragmatist manages a true and an unpredictable circumstance and needs to get data from those included with the subject. This worldview recognizes that in spite of the fact that there is just a single reality; a target record of occasions relies upon the triangulation of a few impression of reality taking into mind the end goal to show signs of improvement photo of the marvels. Be that as it may, being subjective in nature, the discoveries from this worldview are not for the most part suited to meet the criteria of unwavering quality and legitimacy for this examination. (Saudi & Haizam 2014)

3.2.5 The Preferred Paradigm

This exploration utilizes a positivist worldview, which is a quantitative approach, in view of the principle qualities: producing exact, quantitative, numerical information from huge study

sizes. Moreover, the discoveries are solid and can be summed up and repeated on a wide range of populaces. 'This way to deal with exploring human and social conduct started as a response to otherworldly hypothesis'. Consequently, this worldview suits the need of this examination since it can give a goal, esteem free scope of a range circumstance. The destinations of this exploration, nonetheless, were to a great extent coordinated at understanding the impacts of hierarchical culture and execution administration framework towards the representatives' mentality in government offices. Therefore just the quantitative or deductive approach is being connected in this examination. (Saudi & Haizam 2014)

3.2.6 Research Paradigm to Research

According to Creswell and Clark 2007, the question of the research determines the research methodology of the study. If the question or issue of the research is to attest or check theory or hypothesis and the dependent, independent and mediate variable are indicate to examine theory so the positivism method is most excellent method for research. The intention of this investigation is to check up organizational culture CVF theory on banking industry of Pakistan with independent variable of KM practices and dependent variable of employee performance. According to Creswell 2013, and Bell & Bryman 2015, the positivism paradigm is best method to investigate. According to Turyasingura (2011) when the study in social context and depend on the objective view of the respondent the positivism paradigm is most excellent method to examine. In this study the researcher examines the performance of employees in social context with implementing the KM practices in banking sector of Pakistan so positivism paradigm is appropriate method to adopt. The main intention of this research is to test the theoretical CVF model with mediate variable organizational culture on KM practices with performance of employees across banking industry of Pakistan. As per prose and researcher recommendations, the positivism paradigm is most excellent method to investigate this study.

3.3 Methodological Approaches to Research

Qualitative and quantitative research methods are foremost methods used in social sciences, According to Cresswell (2013), quantitative and qualitative research methods are used in social sciences research but new emerging approach, used in current time is mixed research method. The quantitative research comprises the collection of data through surveys and investigation of data with numbers and examination of variables and their relation in a specific environment. According to Ary, Jacobs, Sornsen and walker 2013, the quantitative research divided into two forms, experimental and non experimental form. Experimental approach is a scientific and systematic method to investigation in which the variables manipulate with each other and investigate the change of variable or with each other variables. While in reverse the non experimental research approach is a scientific and systematic method to investigation in which there is lack of variables manipulate with each other and investigate the change of variable or with each other variables Serkaran (2006). The survey method is most used research techniques for non experimental research, in survey method the instrument is distributed among respondent and their views are investigated with different statistical tools Ary (2013).

3.3.1 Qualitative Methods

According to Ghauri and Gronhuag (2005), qualitative is the study which depend on issue of the research and there is specific motivation behind the research. According to Bell, Bryman and Nilson (2005), qualitative research includes the words, action, and plans are seen for getting specific knowledge on some specific issue. In qualitative study the researcher attempts to explore the social factor and examine the workplace factors. The aim of the qualitative study to built specific phenomena or developed theory in social context, the most used method in qualitative research is interview of the respondents. The quantitative study depends upon the numbers, figures and statistical calculations while in qualitative research the researcher has too much focused on observation. According to Stangor (2014), in qualitative study the researcher capture the everyday behavior of the respondent, the researcher is portraying and observing the objective actions of the respondents.

According to Ngulube (2009), in qualitative study the specific phenomenon is to be examined and built a concept in shape of theory generation. In qualitative researchers are the key of data accumulation and while in quantitative the researcher gather the data through instrument. According to Pilsmo (2010), in qualitative researcher the researcher is the key toll for collecting the data while in quantitative research the instrument is the tool to gather the data. According to Stangor (2014), the data collects in qualitative research in shape of sound, video recording and audio and while in quantitative research the data collects in shape of numbers or written materials. According to Ngulube (2009), the qualitative research covers the things which most close to nature, the researcher collects data through interviews and own observation to examine the social phenomena.

According to Babbie (2015), the qualitative research is to investigate the social phenomena with some specific issue and develop the relationship of that issue in the social world. According to Carr & Griffin (2013), the main limitation of qualitative research is the researcher has to collect detailed interviews from the each respondents, the procedure to collect data are time taking and require much attention and observation of the researcher while in quantitative the data can gather through instrument is quick, fast and not required much observation as in qualitative research. But the both methods are complement with each other and depend upon the research design and purpose of the research.

According to Turyasingura (2011) when the study in social context and depend on the objective view of the respondent the positivism paradigm is most excellent method to examine and quantitative techniques used for data analysis. In this study the researcher examines the performance of employees in social context with implementing the KM practices in banking industry of Pakistan. The main intention of this investigation is to test the theoretical CVF model with mediate variable organizational culture on KM practices with performance of employees across banking industry of Pakistan. The CVF model is going to be examining in Pakistan culture context so the theory which is already established, According to Creswell (2013), the qualitative research method is not suitable for such study where social issue already set and their variables relations are going to investigate.

3.3.2 Quantitative Methods

According to Creswell (2013), in quantitative study the researcher is attest or verifies the existing theory which developed in some other social context with same or other variables and investigates the relationship of variables with each other. Qualitative and quantitative research methods are foremost methods used in social sciences, According to Cresswell (2013), the quantitative research comprises the collection of data through surveys and investigation of data with numbers and examination of variables and their relation in a specific environment. According to Ary, Jacobs, Sornsen and walker 2013, the quantitative research divided into two forms, experimental and non experimental form. Experimental approach is a scientific and systematic method to investigation in which the variables manipulate with each other and investigate the change of variable or with each other variables. While in reverse the non experimental research approach is a scientific and systematic method to investigation in which there is lack of variables manipulate with each other and investigate the change of variable or with each other variables Serkaran (2006).

The survey method is most used research techniques for non experimental research, in survey method the instrument is distributed among respondent and their views are investigated with different statistical tools Ary (2013). According to Stangor (2014), the quantitative research more depends on objective measures, in this method data is collected through instrument and direct observation of respondents and converted into numerical forms and investigated through advances statistical tools. The quantitative technique is more focused on numbers and data is presents through ratios, tables and numbers, Babbie (2015). According to Myers, 1997 this method includes the close ended surveys.

According to Babbie (2015), the deductive approach is the element of quantitative method, in quantitative the surveys are collected from samples and samples are the representative parts of the population, so the generalizing the population is important in this method. The outcomes of samples are representations of the whole population. According to Ngulube (2009), one of most advantage of quantitative technique is to collect not symmetric data to into proper formats of tables and diagrams. According to Babbe (2015), the quantitative study is more

strategic, controlled, systematic well technique than the qualitative. According to Pilsmo (2010), in qualitative researcher the researcher is the key toll for collecting the data while in quantitative research the instrument is the tool to gather the data. According to Stangor (2014), the data collects in qualitative research in shape of sound, video recording and audio and while in quantitative research the data collects in shape of numbers or written materials.

According to Grinnell & Unrau (2010), quantitative methods works under paradigm of positivism, it is logical approach mostly used by positivist works on quantity of research rather than quality. According to Bryman & Bell (2007), the data accumulated in quantitative method with the views of respondents which is mostly in numbers, the main limitation of this method it ignore the feelings of respondents. The data analysis is done through statistical techniques so it does not count the feeling of respondents, the main focus on number only. The quantitative study depends upon the numbers, figures and statistical calculations while in qualitative research the researcher has too much focused on observation. According to Stangor (2014), this method is close to objectivity and works on supposition, the researcher in this technique present the data into numbers or ratio which help him to portray the data. According to Zikmund (2013), the researcher can examine the behaviors of respondents without relying on reports.

According to Manning & Munro (2007), the observation is divided into two majors, unstructured and structured observation. Structured observation is used when the researcher is known about issue and hypothesis is developed, the researcher is just going to investigate the hypothesis and present his result, but unstructured observation is used when the researcher is not sure about his research, he depends upon unambiguous circumstances and develop hypothesis on the base of circumstances. According to Manning and Munro (2007), the widest technique is used in quantitative study is survey for data collection. According to Punch (2013), in quantitative research the researcher get written views of the respondents in shape of numbers for data analysis. According to Zikmund (2013), in quantitative method the information is collected from each respondent by giving a questionnaire. The questionnaire and survey are used under the shadow of descriptive research. One another technique which is used in quantitative method is secondary data, the data which is gathered and available already and utilized in some other research or project. According to Zikmund (2013), the most suitable technique for quantitative

study is survey and questionnaire, the researcher can get researcher inquires from respondents and examine on already developed hypothesis. So above recommendation, the most suitable technique for this current study is quantitative research method.

According to Turyasingura (2011) when the study in social context and depend on the objective view of the respondent the positivism paradigm is most excellent method to examine and quantitative technique is used under the positivism paradigm. In this study the researcher examines the performance of employees in social context with implementing the KM practices in banking industry of Pakistan so quantitative research method is appropriate method to adopt. The main purpose of this study is to test the theoretical CVF model with mediate variable organizational culture on KM practices with employee performance across banking sector of Pakistan. As per literature and researcher recommendations, the quantitative research method is most excellent method to investigate this study. Punch (2013), identified the four major form of surveys: questionnaire, web surveys, telephonic interviews and face to face interviews.

According to Zikmund (2013), face to face interview is a survey technique in which the researcher and respondent communicates with each other face to face. According to Biemer & Lyberg (2003), it is most traditional and formal technique of survey which no need of technology. According to Punch (2013), the telephonic interview is the second technique of survey in which researcher calls the respondents and record all the communication. According to Kotler (2011), the third technique of the survey is web surveys, in which the researcher place the survey on website and the respondents visit the website and filled the research inquires. The web survey is very general form of data accumulation in this time. According to Punch (2013), the forth technique is used in survey is self administrative questionnaire, the most widely used technique in quantitative research method for data collection. Data can be collected through questionnaire with different channels; the traditional technique is the researcher provides the questionnaire to respondents in hard form and then collects each response from respondents. The emerging techniques which are used now a days, questionnaire are send to respondents by emails or web page is developed of questionnaire and path is provided to respondents. The benefits of these techniques save the time and money cost of the researcher. (Summers, Gardiner, Lamb, Hair, & McDaniel 2006)

According to above Recommendations of these researchers the most suitable survey method for this research is self administrative questionnaire and data collection method will be online survey, the questionnaire is distributed among respondents by online, this will save the time and money cost. The purpose of this research is to examine organizational culture CVF theory on banking sector of Pakistan with independent variable of KM practices and dependent variable of employee performance. According to Creswell 2013, and Bell & Bryman 2015, the quantitative research method is best method to investigate. According to Turyasingura (2011) when the study in social context and depend on the objective view of the respondent the quantitative research method is most excellent method to examine. In this study the researcher examines the performance of employees in social context with implementing the KM practices in banking sector of Pakistan so quantitative research method is appropriate method to adopt. The main intention of this investigation is to test the theoretical CVF model with mediate variable organizational culture on KM practices with performance of employees across banking industry of Pakistan. As per literature and researcher recommendations, the quantitative research method is most excellent method to investigate this study. (Creswell 2013, Bell & Bryman 2015)

3.3.3 Mixed Methods Approach

According to Creswell (2013), quantitative and qualitative research methods are used in social sciences research but new emerging approach, used in current time is mixed research method. According to Onwuegbuzie, Johnson and Collins (2009), the mixed research method is the combination of quantitative and qualitative research method, in which researcher used both technique jointly, it is emerging technique which is used in current research (Creswell, 2013). According to McNeill & Chapman (2005), in mixed research method the researcher used both survey techniques interviews and self administration questionnaires, the purpose is to examine the previous issue in social context and develop new phenomena for further analysis.

According to Creswell 2013, the objective of the mixed method is very clear

- In mixed method two research methods are jointly used quantitative and qualitative research method, the researcher makes the distinctive research questions, for examine both methods the interview and questionnaire are compulsory.
- Both research methods have its own advantages and disadvantage, by using mixed method we can eliminate the shortcoming in our study.

3.4 Research Methods

3.4.1 Inductive Method

According to Colis and hussy (2013), the study in which the researcher makes the perspective from the reality, this method is reverse to deductive method. In this method the theory is everywhere and the researcher from the reality perspective developed the theory. According to Robson & Mcartan (2016), this technique depends on the interviews and the hypothesis and theory is developed after the data collection in shape of interview. According to Ngulube (2009), in inductive technique the specific phenomenon is to be examined and built a concept in shape of theory generation. The researchers are the key of data accumulation and while in quantitative the researcher gather the data through instrument. According to Pilsmo (2010), in inductive technique researcher the researcher is the key toll for collecting the data while in deductive research the instrument is the tool to gather the data. According to Stangor (2014), the data collects in inductive research in shape of sound, video recording and audio and while in deductive research the data collects in shape of numbers or written materials. According to Ngulube (2009), the inductive research covers the things which most close to nature, the researcher collects data through interviews and own observation to examine the social phenomena. According to Babbie (2015), the inductive research is to investigate the social phenomena with some specific issue and develop the relationship of that issue in the social world.

According to Collier (2005), argues in his study emotion, presumptions and superstition spare a good space for inductive method. Inductive method is suitable to give space and

dependability to find their research investigation. According to Duvenage (2010) one of major issue in inductive method is linearity. The inductive method is depending on recognized patterns and methods which are organized.

According to Creswell 2013, in inductive research technique the flow of model as below

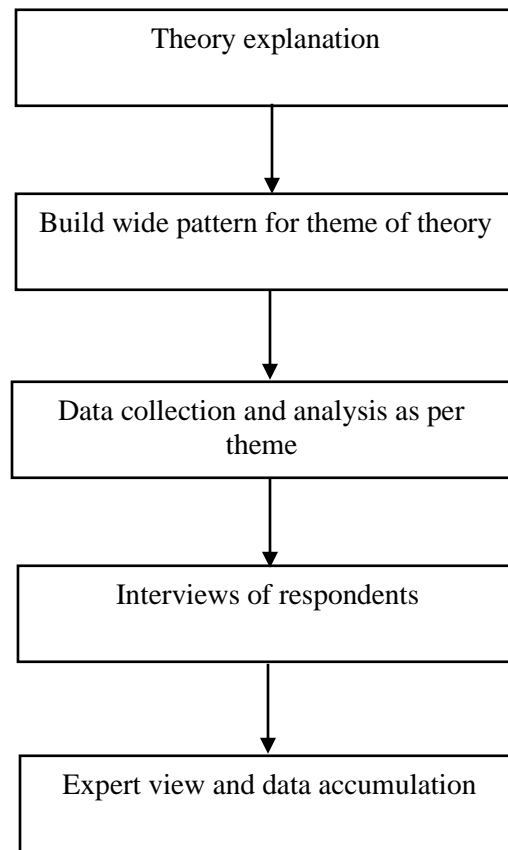


Figure 3.1: Inductive Logic of Research

Source: Adopted from Creswell (2013)

3.4.2 Deductive Method

According to Grinnell & Unrau (2010), deductive method works under paradigm of positivism, it is logical approach mostly used by positivist works on quantity of research rather

than quality. According to Bryman & Bell (2007), the data accumulated in deuctive method with the views of respondents which is mostly in numbers, the main limitation of this method it ignore the feelings of respondents. The data analysis is done through statistical techniques so it does not count the feeling of respondents, the main focus on number only. The deductive study depends upon the numbers, figures and statistical calculations while in qualitative research the researcher has too much focused on observation. According to Stangor (2014), this method is close to objectivity and works on supposition, the researcher in this technique present the data into numbers or ratio which help him to portray the data. According to Zikmund (2013), the researcher can examine the behaviors of respondents without relying on reports.

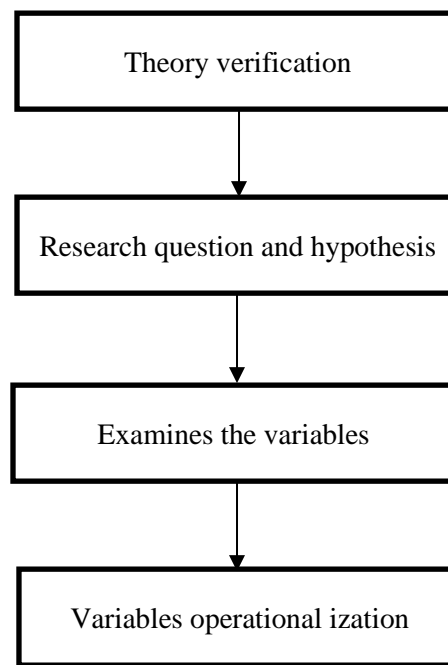


Figure 3.2: Deductive Logic of Research

Source: Adopted from Creswell (2013)

According to Turyasingura (2011) when the study in social context and depend on the objective view of the respondent the quantitative research method is most excellent method to examine. In this study the researcher examines the performance of employees in social context with implementing the KM practices in banking sector of Pakistan so deductive research method

is appropriate method to adopt. The main intention of this investigation is to test the theoretical CVF model with mediate variable organizational culture on KM practices with performance of employees across banking sector of Pakistan. As per literature and researcher recommendations, the deductive research method is most excellent method to investigate this study. (Creswell 2013, Bell & Bryman 2015).

3.5 Research Purpose

The purpose of the research describes the aim thorough which inquires of the questions will answer; it will describe the overall procedures which researcher follows in his study. According to Robson & McCartan (2016), the research has divided into three majors: Explanatory, exploratory and descriptive research.

3.5.1 Exploratory Research

According to Zikmund (2013), the study purpose decides the way to answer the problem or issue in systematic way. According to Saunders, Lewis & Thornhill, 2011, the way to find what is going with the issue and with study to describe the phenomena. This method is used when the research has not completed facts or information about research questions. In quantitative and qualitative methods this method can be applied on some certain situations.

3.5.2 Descriptive Research

According to Cavana, Delahaye, and Sekaran (2001), The purpose of the descriptive research to check the attributes of the individual or group and check the theory by developing the hypothesis and examining the variables. According to Turyasingura (2011) when the study in social context and depend on the objective view of the respondent the quantitative research method is most excellent method to examine. In this study the researcher examines the performance of employees in social context with implementing the KM practices in banking sector of Pakistan so deductive research method is appropriate method to adopt. The main

purpose of this study is to test the theoretical CVF model with mediate variable organizational culture on KM practices with employee performance across banking sector of Pakistan. In this study the questionnaire is developed and hypothesis is examined so it suitable for this study.

3.5.3 Explanatory Research

According to Sekaran (2006), this research method identifies the cause and effect relationship among variable or group of variables. It is extension of descriptive research, after identifying the result under descriptive research, this method identify the cause and effect relationship among variables.

3.6 Description of Population and Sampling

According to Sekaran & Bourgie (2010), the peoples and objects on which researcher has focus to examine in his study is known as population. As followed by the same Zikmund (2010), the peoples and group of peoples on which research want to check his research is known as population, all the finding of the research is depend on the data collected from the population. Therefore, this investigation in conducted on banking industry of Pakistan so the population of this research is staff members of all banks in Pakistan. According to SBP source 2018, the total numbers of working employees in banking sector of Pakistan are 73431. According to Zikmund (2010) the large population has divided into different small parts that are known as sample of the population. These small parts are originally representative of the whole population and for the selection of truly sample in research, there is need to used proper scientific approach.

Therefore Krejcie and morgan (2012), Scentific approach will be used for this study. The both give general guideline for the selection of sample hence there is no need of calculation, they conduct their study by using 210 questionnaires among respondents. So for the adopting the model of Krejcie and Morgan (2012) technique for the study there is no requirement for the calculation, their suggested table is for the selection of sample according to population is enough

for selection. According to Krejcie and Morgan table, the sample size 382 is appropriate for the population 75000.

The study will be aimed at drawing samples from ten banks in Pakistan. Therefore there is a need for cluster sampling. Cluster sampling as the name implies involves classifying sample elements into groups from which elements of the population would be selected. Cluster sampling involved categorizing research location into groups and selecting elements from each group using a given sampling technique (Zikmund et al 2010).

Stratified cluster random sampling was used to carry out sampling for data collection. The researcher made four major clusters according to four major provinces, the employees' works in different province so according to percentage of employee work in province the researcher made the cluster. Stratification procedure is used when the sampling units are heterogeneous and strata are devised. Moreover, strata should not be overlapping. Further, information was handled carefully but selecting respondents for their employment and gender status. According to the report of State Bank of Pakistan (SBP) 2018, there are following scheduled bank in Pakistan,

Table 3.2: Scheduled Bank Details

Sr No	Bank Name	Status
1	Al Baraka	Scheduled
2	Allied Bank (ABL)	Scheduled
3	Askari Bank	Scheduled
4	Bank Alfalah (BAL)	Scheduled
5	Bank Al Habib	Scheduled
6	Bank Islami	Scheduled
7	Dubai Islamic Bank (DIB)	Scheduled
8	Faysal Bank (FBL)	Scheduled
9	First Women Bank (FWB)	Scheduled
10	Finca Microfinance Bank (FMB)	Scheduled
11	Habib Bank (HBL)	Scheduled
12	Standard Chartered (SCB)	Scheduled
13	Habib Metropolitan (HMB)	Scheduled
14	Jhangir siddique (JS)	Scheduled
15	MCB	Scheduled
16	MCB Islamic	Scheduled
17	Meezan Bank (MBL)	Scheduled
18	National Bank (NBP)	Scheduled
19	Small medium enterprises (SME)	Scheduled
20	Samba (SBL)	Scheduled
21	Silk Bank	Scheduled
22	Sindh Bank (SBL)	Scheduled
23	Soneri Bank	Scheduled
24	Summit Bank	Scheduled
25	The Bank of Khyber (BOK)	Scheduled
26	The Bank of Punjab (BOP)	Scheduled
27	The Punjab Provincial Cooperative (PPCB)	Scheduled
28	United Bank (UBL)	Scheduled
29	ZaraiTaraqiati (ZTBL)	Scheduled

Table 3.2 shows the details of scheduled banks in Pakistan. The researcher made 4 strata of these banks with a careful selection on the basis of following guidelines:

- Government Banks
- Semi Governments Banks
- Private Banks
- Islamic Banks

Selection of banks was made randomly on the basis of previously mentioned criteria which do not have correlation and association of business process. Based on above mentioned criteria, the following banks were divided into two population strata.

3.6.1 Stratum 1

- State Bank of Pakistan
- National Bank of Pakistan
- Bank of Khyber
- Sindh Bank
- Bank of Punjab
- Bank Alfalah
- Meezan bank
- Bank Al habib
- MCB Islamic Banks
- Allied Islamic banks
- Habib Islamic Baks
- UBL itmad bank

These strata has been made on the basis of three categories, these includes Government , semi government and Islamic Banks.

3.6.2 Stratum 2

The banks listed in Stratum are selected on the basis of above-mentioned guidelines. These banks are having good net profit and Private Banks.

- Standard Chartered

- Habib Bank
- United Bank Limited
- Allied Bank
- Askari Bank
- MCB Bank
- Habib Metropolitan Bank
- Fysal Bank

These stratum have been selected on the basis of private banks which has maximum share in basis of profit:

3.6.3 Selection of Sample

5 Banks from stratum 1 and 5 from stratum 2 were selected randomly.

3.6.4 Stratum 1

- State Bank of Pakistan
- National Bank of Pakistan
- Meezan Bank
- Bank Al habib
- Bank of Punjab

3.6.5 Stratum 2

- Allied Bank Limited
- United Bank Limited
- Habib Bank Limited
- MCB Bank
- Bank Al Falah

These 10 banks have major share of banking industry in Pakistan. After making the strata the next step is to make cluster of whole population. The stratified cluster random sampling is used in this study.

Table 3.3: Clusters of Population

Sr No	Cluster Name	% of employees
1	Punjab	53
2	Sindh	24
3	KPK	13
4	Balochistan	10

Table 3.3 shows the four clusters according to population.

3.6.6 Stage Two: Multi-Stage Sampling

According to SBP June Publication of scheduled bank report 2018, the total numbers of working employees in banking industry of Pakistan are 73431. There are several techniques in determining the sample size. Krejcie and Morgan (1970), Scientific approach will be used for this study. The both give general guideline for the selection of sample hence there is no need of calculation. So for the adopting the model of Krejcie and Morgan (1970) technique for the study there is no requirement for the calculation, their suggested table is for the selection of sample according to population is enough for selection. According to Krejcie and Morgan table, the

sample size 382 is appropriate for the population 75000. The sample size of 382 is the representation of the whole population if we take margin of 0.05 chances of error and 95% of the confidence. For the better result the research add 48 samples then the total sample is 430.

By considering 73431 employees in all banking sector of Pakistan, I apply formula provided by Yamane (1967) to draw minimum sample, which is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = the sample size

N = the population of the study

e = level of significance (0.05 set in current research)

To arrive at sample size the above formula is used to attain minimum quantities as follows:

$$n = \frac{73431}{1 + 73431 (0.05)^2}$$

$$n = \frac{73431}{1 + (73431 \times 0.0025)}$$

$$n = \frac{73431}{1 + (183.5775)}$$

$$n = \frac{73431}{184.5775}$$

$$n = 398$$

And, in second part we consider the population as lowest number of employees in one bank, one major government bank is national bank whose employees are 9862 then by applying the same formula provided by Yamane (1967) to draw minimum limit for sample:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{9862}{1 + 9862 (0.05)^2}$$

$$n = \frac{9862}{1 + (9862 \times 0.0025)}$$

$$n = \frac{9862}{1 + (24.655)}$$

$$n = \frac{9862}{25.655}$$

$$n = 384$$

According to calculation the higher sample is 398 and lower sample is 384 and if we take average of sample the result is 391. The sample size of 391 is the representation of the whole population if we take margin of 0.05 chances of error and 95% of the confidence. For the better result the research add 39 samples then the total sample is 430. According to Ary (2013) if the sample size increases so the sample error can automatically decreases. According to Joseph Hair, Babin, Black, Anderson and Tatham in 2006 suggested that sample size can be select with the items of the variables. It must be larger than five times of the items of observations. In this study the items of observations is 58 so it multiply to five, the result is 290, so according to them the 290 sample is enough for this study and the research take 430 sample, it will reduce the chances of errors. The 290 sample size is enough for the study Joseph Hair (2006). The above calculations and researchers recommendations shows 430 sample is good for this study as it reduce the chances of error and increase the level of confidence.

3.7 Instrumentation

According to Babbie and Mouton (2001), questionnaire is the most appropriate way to gather data in correlation studies. It is further validated by Veal (2005) that when multifaceted information is needed, a questionnaire is the best source. Survey questionnaire is useful tool in social sciences especially about Knowledge management and employee performance relationship (Moody, 2012; Zhang et al., 2014). To fulfill the purpose of the research, the researcher online filled the questionnaire from the respondents. The demographic section has been made to get information from the respondents; the questions relate to demographic includes the Province information, Experience in banking sector, education of the respondents and the role in the bank of the respondents. The general information regarding the type of bank is also asked from the respondents for getting proper information of the respondents.

The KM practices have four major dimensions in this study; the three variables of KM practices (Knowledge creation, Knowledge transfer and Knowledge application) are adapted from the study of Turzasingura W., (2011). The fourth variable of KM practices (knowledge sharing) are adapted from the research of Serene and Hala 2018. The third section of the instrument is included the questions relate to banking culture which prevails in the banking sector of Pakistan. The Saeed Saidgi 2017 in his study developed the concept of organizational culture on the foundation of competing value framework. The Saeed Saidgi investigates in his research the relationship of four dimensions of organizational culture with organizational performance and found statistically positive and direct correlation with both of them. The instrument of third section is adapted from the study of saeed saidgi 2017; the organizational culture has four types (clan, adhocracy, and hierarchy and market culture).

Forth part of section, the questionnaire is on employee performance which is adapted from the study of Shafizal Mat Loughborough 2016, which has identified two parts of employee performance, employee motivation and satisfaction. The researcher is used likert scale questions in instrument for responses. According to Dillman 2007, to give clarity of the questions to respondents the likert scale is best to use if the instruments have numerous statement and the

questions are in same order. In this research the researcher is used likert scale for all statements of the questions from strongly disagree to strongly agree.

3.8 Independent Variable

The KM practices have four major dimensions in this study; the three variables of KM practices (Knowledge creation, Knowledge transfer and Knowledge application) are adapted from the study of Turzasingura W., (2011). The fourth variable of KM practices (knowledge sharing) are adapted from the research of Serene and Hala 2018.

3.8.1 Knowledge Transfer

Holtshouse (2008) recommended that knowledge is a sort of stream that can transfer learning between information provider and information demander. Zwain et al., (2012) led the accompanying components of the information the board procedure: knowledge identification, learning securing and Transferring, learning stockpiling, information sharing, and knowledge application. O'Dell and Grayson (2008) brought up that learning the board is the procedure of accurately transferring learning to the organization staff in a convenient way to help the staff in taking appropriate action to improve the coherence of authoritative exhibition. The KM practices have four major dimensions in this study; the knowledge transfer is one dimensions of KM practices is adapted from the study of Turzasingura W., (2011).

Table 3.4: Item Measures of Knowledge Transfer

Knowledge Transfer 1	Mentors are allocated to new staff for assistance and discover an appropriate career path.
Knowledge Transfer 2	Knowledge is shifted among employees through relaxed activities.
Knowledge Transfer 3	Bank related official's substances are deliberated with each other is meetings.
Knowledge Transfer 4	All bank staff are shared and deliberated with each other continuing and successful projects.
Knowledge Transfer 5	Our information based systems are permitting us to share new practices for career performance.
Knowledge Transfer 6	Your supervisor rotate job with each other for proper distribution of knowledge.

Source = Turyasingura, W., (2011)

Table 3.4 shows the details of each items of measurement of knowledge transfer

3.8.2 Knowledge Application

Learning application is a strategy whereby information is accessible and is utilized for basic leadership purposes and passing on guidelines to people who don't have the learning or at the end of the day that a person who has learning guides another. Information application is the use of learning established in methodology, decides and forms that immediate future exhibition. KA is a static method of acclimatizing and sorting out learning into an association's items or administrations (Li, 2007). Learning application accept the mix of information from evident sources to make dynamic limit working through instruments in context of guidelines or decision making conditions (Grant, 1996). Information applications utilized in a favorable manner towards improve authoritative execution (Olsen and Tobiassen, 2011). The KM practices have four major dimensions in this study; the knowledge transfer is one dimensions of KM practices is adapted from the study of Turzasingura W., (2011).

Table 3.5: Item Measures of Knowledge Application

Knowledge Application 1	Our bank for captivating full consideration to sale knowledge through consultancies.
Knowledge Application 2	Our bank done market study and consequences of finding encouraged by employees in market.
Knowledge Application 3	Courses are established with the involvement of clients and experience employees.
Knowledge Application 4	Existing procedures and applications are changed in new creative development with proper how know.
Knowledge Application 5	Bank appreciates to promote knowledge within the staff members.
Knowledge Application 6	Banks are dedicated to developing punitive team through knowledge.
Knowledge Application 7	The belief which cause problem for knowledge application is dysfunctional now.
Knowledge Application 8	We take help from good client in developing new coursed, products for betterment of staff.

Source =Turyasingura, W., (2011)

Table 3.5 shows the details of each items of measurement of knowledge application.

3.8.3 Knowledge Creation

Information creation (KC) is considered as particular dimension of learning (Lyles, 2013). The age of new information or learning creation happens utilizing four techniques for the Socialization, Externalization, Combination and Internalization (SECI) strategy to improve better execution. Affiliations should attempt insightful undertakings to look for and portray material information and its sources from both inside and outside the affiliation (Lawson, 2003). Learning creation construes the ability to make information and hover it in the things, organizations, and structures, and the whole relationship for better execution (Nonaka and Takeuchi, 1995). The KM practices have four major dimensions in this study; the knowledge creation is one dimensions of KM practices is adapted from the study of Turzasingura W., (2011).

Table 3.6: Item Measures of Knowledge Creation

Knowledge Creation 1	Each employee performance is evaluated in each regular meeting.
Knowledge Creation 2	Employee problems, issues and matters are routinely discussed in regular meeting.
Knowledge Creation 3	For the betterment of procedures and policies, banks are always welcome new ideas of employees.
Knowledge Creation 4	New assignments are given to staff members as per their knowledge and capacity.
Knowledge Creation 5	For Developing of creative ideas and intrinsic knowledge, staffs are awarded.
Knowledge Creation 6	In learning portals, staff members are fully participating and share their strategies.
Knowledge Creation 7	For betterment of procedures, main problems and issues are highlighted.

Source=Turyasingura, W., (2011)

Table 3.6 shows the details of items of measurement of knowledge creation.

3.8.4 Knowledge Sharing

Lin and Lee (2016) Boer (2016) has characterized learning sharing as social-connection process in which representatives endeavor to set up a typical comprehension about point and make a strategy for changing this comprehension into an activity to improve association performance. Lin and Lee (2006) expressed that information sharing will impact the accomplishment of any information the board activity and administers in effectives, not viably imparting learning to association will invalidate the point of having a Knowledge Management Sharing, also the accomplishment of association is because of the aggregate exertion of it workers to meet association objective Akhavan (2006) demonstrated that one of the achievement components of any information the executives activity is information sharing which basic to accomplish a fruitful Knowledge Management Sharing. Boer (2016) demonstrated information sharing is imperative to build up a typical comprehension among working group, learning

sharingis enable the transformation of specific exercises to accomplish a result lastly learning sharingis empower compromise by means of setting up a typical comprehension of the circumstance. The KM practices have four major dimensions in this study; the knowledge sharing is one dimensions of KM practices is adapted from the study of Serene and Hala 2018.

Table 3.7: Item Measures of Knowledge Sharing

Knowledge Sharing 1	Colleagues are shared result of assignment with each other.
Knowledge Sharing 2	Colleagues are shared working knowledge with each other.
Knowledge Sharing 3	Colleagues are shared creative ideas relate to job with each other.
Knowledge Sharing 4	Colleagues are shared the strategies to perform better in work place.
Knowledge Sharing 5	We give time to each other for sharing knowledge.
Knowledge Sharing 6	I share my expertise with my colleagues.
Knowledge Sharing 7	We make plan to share knowledge with each other.

Source: Serene Dalta, Hala, Alcha 2018

Table 3.7 shows the details of items of measurement of knowledge sharing.

3.8.5 Mediating Variable

The third section of the instrument is included the questions relate to banking culture which prevails in the banking sector of Pakistan. The Saeed Saidgi 2017 in his study developed the concept of organizational culture on the foundation of competing value framework. The Saeed Saidgi investigates in his research the relationship of four dimensions of organizational culture with organizational performance and fined statistically positive and direct correlation with both of them. The instrument of third section is adapted from the study of saeed saidgi 2017; the organizational culture has four types (clan, adhocracy, and hierarchy and market culture).

3.8.5.1 Clan Culture

Cameron and Quinn 1983 identified three fundamental measurements, which were alluded to as center, structure, and means–closes, were proposed to speak to contending guiding principle that "speak to what individuals esteem about an association's exhibition" (Cameron and Quinn, 1999, p. 31.). We currently think about these measurements in more detail. The Structure of organizational culture outlines how the components of center and structure overlay to characterize the four social sorts including the CVF: clan, adhocracy, market, and hierarchy system which set this theory for measurement. The Clan Culture questionnaire adapted from the study of saeed Saidgi 2017.

Table 3.8: Item Measures of Clan Culture

Clan Culture 1	Participation and open discussion are appreciated in my Bank.
Clan Culture 2	The Employees are fully empowered to act in bank.
Clan Culture 3	The Bank Management is Concern about employees and his ideas.
Clan Culture 4	The Human relations, teamwork, and cohesion among employees in my bank.

Saeed Sadighi 2017 Anglia Ruskin University

Table3.8 shows the details of clan culture items for measurement.

3.8.5.2 Adhocracy Culture

The adhocracy culture type is remotely arranged and is bolstered by an adaptable hierarchical structure. A major supposition in adhocracy societies is that change encourages the creation or collecting of new assets. A basic faith in adhocracy societies is that a hopeful and novel vision instigates individuals to be innovative and go out on a limb. Consequently, adhocratic associations esteem development, incitement, assortment, self-governance, and

scrupulousness (Quinn and Kimberly, 1984). The Adhocracy Culture questionnaire adapted from the study of saeed Saidgi 2017.

Table 3.9: Item Measures of Adhocracy Culture

Adhocracy Culture 1	There is Flexibility and decentralization in my bank.
Adhocracy Culture 2	The bank management believes on Expansion, growth, and development.
Adhocracy Culture 3	Innovation and change is main priority of my bank.
Adhocracy Culture 4	In my bank there is a Creative problem-solving process.

Source: Saeed Sadighi 2017 Anglia Ruskin University

Table 3.9 shows the details of adhocracy culture items for measurement.

3.8.5.3 Hierarchy Culture

The chain of importance culture type is inside arranged and is upheld by a hierarchical structure driven by control instruments. A center presumption in various leveled societies is that control, steadiness, and consistency cultivate effectiveness. An overwhelming faith in progressive system societies is that representatives meet desires when their jobs are obviously characterized. Therefore, various leveled societies are conjectured to esteem exact correspondence, reutilizations, formalization, and consistency (Quinn and Kimberly, 1984). The Hierarchy Culture questionnaire adapted from the study of saeed Saidgi 2017.

Table 3.10: Item Measures of Hierarchy Culture

Hierarchy Culture 1	There is Control and centralization in my bank.
Hierarchy Culture 2	There is Routinization, formalization and proper structure in bank.
Hierarchy Culture 3	There is Stability, continuity and order environment in my bank.
Hierarchy Culture 4	The Predictable performance outcomes are main focus of my bank.

Saeed Sadighi 2017 Anglia Ruskin University

Table 3.10 shows the details of Hierarchy culture items for measurement.

3.8.5.4 Market Culture

The market culture type is remotely situated and is fortified by an authoritative structure saturated with control systems. As indicated by the CVF, a presumption fundamental market societies is that an accomplishment center produces intensity and forcefulness, bringing about efficiency and investor esteem in the short and quick term (Cameron and Quinn, 1999). The essential faith in market societies is that reasonable objectives and unexpected prizes persuade representatives to forcefully perform and live up to partners' desires. In this manner, showcase associations esteem correspondence, capability, and accomplishment. Practices related with these qualities incorporate arranging, task center, concentrated choice. The Market Culture questionnaire adapted from the study of saeed Saidgi 2017.

Table 3.11: Item Measures of Market Culture

Market Culture 1	My Bank main priority is Task focus, accomplishment, and goal achievement.
Market Culture 2	The Direction, objective setting, and goal are clearly defined in my bank.
Market Culture 3	Efficiency, productivity and profitability are much focused in my bank.
Market Culture 4	Outcome excellence, quality must ensure in my bank.

Saeed Sadighi 2017 Anglia Ruskin University

Table 3.11 shows the details of Market culture items for measurement.

3.8.6 Dependent Variable

Forth part of section, the questionnaire is on employee performance which is adapted from the study of Shafizal Mat Loughborough 2016, which has identified two parts of employee performance, employee motivation and satisfaction.

3.8.6.1 Employee Motivation

Worker improvement alludes to the capacity and ability expanding on a representative, and hence starting at entire association, to fulfill the guideline execution level (Elena P. 2012). More the created workers, more they are happy with their activity, henceforth expanding the firm efficiency and gainfulness. (Champathes, 2006). Employee Motivation questionnaire is adapted from the study of Shafizal Mat Loughborough 2016.

Table 3.12: Item Measures of Employee Motivation

Employee Motivation 1	The bank management takes my participation for the assignment of job duties.
Employee Motivation 2	The task which assigned to me is according to my satisfaction and I get reward of my work.
Employee Motivation 3	The management encouraged with financial and non financial reward on my good work, it gives me motivation to boost my performance.
Employee Motivation 4	The management appreciates the suggestions of employee for the smoothness of polices.
Employee Motivation 5	Self respect of every employee is important for bank management.
Employee Motivation 6	The bank atmosphere and upbringing of physical environs is really good.
Employee Motivation 7	The bank management arranges trainings opportunity or regular basis.

Shafizal Mat Loughborough University Institutional Repository 2016

Table3.12. shows the details of employee motivation items for measurement.

3.8.6.2 Employee Satisfaction

Various examinations have point by point that the usage of KM and employee performance result in business strategies' focal points, for instance, reasonability, viability, imagination, productivity, and execution; and specialists' focal points suchas fruitful essential initiative, better learning, adaptability, employee satisfaction, and execution, and various others

(Mohamed and Jalal, 2011; Dermol, 2011; Alavi and Linder, 2001; Becerra-Fernandiz, Gonzalez, and Sabherwal, 2004; Davenport and, Prusak, 1998). Employee Motivation questionnaire is adapted from the study of Shafizal Mat Loughborough 2016.

Table 3.13: Item Measures of Employee Satisfaction

Employee Satisfaction 1	I receive the pay according to my current position.
Employee Satisfaction 2	Rewards are awarded on the basis of good work.
Employee Satisfaction 3	In my current position I have assigned responsibilities according to my abilities.
Employee Satisfaction 4	In this position, I can utilize my qualities for betterment of career.
Employee Satisfaction 5	In this position, I have fine chances to get promotion.
Employee Satisfaction 6	My current job is fully secured.
Employee Satisfaction 7	Do you meet with your social needs/cares with this job?

Shafizal Mat Loughborough University Institutional Repository 2016

Table 3.13 shows the details of employee satisfaction items for measurement.

3.8.7 Demographic Variable

The demographic section has been made to get information from the respondents; the questions relate to demographic includes the Province information, Experience in banking sector, education of the respondents and the role in the bank of the respondents. The general information regarding the type of bank is also asked from the respondents for getting proper information of the respondents.

Table 3.14: Item Measures of Demographics

Q 1	In which province you belong?
Q 2	Your bank type?
Q3	Your experience in banking sector?

Q4	Your highest degree?
Q5	Your role in the bank?

Table 3.14 shows the details items of Demographics

3.9 Questionnaire Design

To discuss in detail, researcher had shared structure of the questionnaire and measurement scale researcher had considered for this study.

3.9.1 Question Format

Survey instrument comprises three parts. Part (a) consists of twenty eight items associated to KM practices. Part (b) contains sixteen items related to organization culture. Part (c) has twelve items related to employee performance. Part (d) has nine items related to demographic factors. In total the questionnaire comprised fifty-four items in four parts. The instrument all questions are close ended. As explained by Roszkowski and Bean (1990) and Yammarino et al. (1991), it is necessary to maintain conciseness and relevancy in the questions to get desired results. To get maximum output, researcher used a self-administrative survey in which the researcher read the statement and elaborated it (where necessary) to the respondent and completed the questionnaire based on the feedback of the respondent. With this method, in a situation where the respondent gave non-serious or biased feedback, the researcher mentioned it in a comment on the questionnaire and later that questionnaire was excluded from the study. There were items in the questionnaire that were constituent of specific variables; for example, there were five items in the questionnaire to elaborate classical leadership. As narrated by Stangor (1998), in order to elaborate a variable, multiple items are used. In order to get the appropriate results, researcher needed to take an average result of the items.

In this study researcher considered fixed format scales; researcher used 5-point Likert scales (Likert, 1932). According to Collis and Hussey (2003), a scale is a convenient method for the respondent to give feedback on the questions stated in the list. On the other side it was also

convenient for the researcher in terms of post-data collection steps. It is pertinent to share that there is an agreed set of processes available to measure the efficacy of scales. It is always useful to practice a scale to measure a theoretical variable.

3.9.2 Rating Scales

In this study the researcher chooses 5-point Likert scale (Likert, 1932). According to Stangor (1998) and Collis & Hussey (2003), thoughts of respondents, a scale are used. In this study, researcher used a Likert (1932) scale for leadership style and worker engagement. The questions were asked to respondent to give answers by using a scale of strongly disagree, disagree, uncertain, agree and strongly disagree. The Likert scale might be used in words (as mentioned in this thesis) and might be taken in numbers from 1 to 5. As corroborated by Collis and Hussey (2003), in this scale researcher can associate a number to an opinion. Going into more detail, as opinioned by Veal (2005) and Tharenou et al. (2007), a Likert scale is an ordinal scale which means that it consists of an order/sequence. As stated by Stangor (1998), using ordinal scale will result in eloquent elucidation.

Just to explain more about instrument scale. It ranged from 1 to 5. Researcher did not consider including 0 as a starting point of the scale as a lot of data analysis software uses 0 as a default value. This five-point scale had a neutral point which in words is written as “uncertain or not sure” and in numbers it is point 3. This gives freedom to a respondent if he/she is not sure about anything; they can use this option rather than give wrong information. This helps in getting good consistent results.

3.10 Instrument Validity and Reliability through Pilot Testing

The validity and reliability of the questionnaire is measured through pilot study. According to Malhotra (2008) the main purpose to test pilot study to get any error or issue in instrument or question design before collection of full data, The Beck, Polit and Hungler in 2006 are also describe the purpose of pilot study is to confirm the consistency of the questionnaire and

validity of the each construct of the item. According to Bates and Flynn (1990) the pilot test eases the procedure before collection of full data. According to PE Green, Tull and Albaumm (1988) describe that the pilot study is play excellent role in development of questionnaire. In this survey, the substance legitimacy was built up by connecting the poll with the writing, pre-testing of survey and sending a duplicate of the poll to academicians who have worked in the territory of banking sector in Pakistan. Their recommendations were fused.

In the operational definition of the elements, the writing references are said which additionally settled. The substance legitimacy of this survey, Develop legitimacy: It is built up when a deliberate build is essentially identified with another build with which it ought to be hypothetically related. It is surveyed through merged legitimacy and discriminate legitimacy. In a perfect world, united legitimacy is built up through factor investigation. Be that as it may, for a solid factor investigation. Estimation is dependable when it offers comparable outcome after some time and over the different things in the instrument. The unwavering quality of the poll was estimated by part half unwavering quality. The Guttman split half unwavering quality was .67. The utilization of Guttman split half unwavering quality is that it doesn't assume rise to reliabilities or equivalent fluctuations of the two parts. This being an exploratory examination, this level of dependability was viewed as satisfactory. For the pilot testing 45 questionnaires distributes among respondents out of which 5 are discarded due to not properly filled 40 questionnaire takes into consideration for pilot testing.

3.10.1 Descriptive Statistics

The demographic of respondents mentioned in below table, the first demographic show the respondents province.

Table 3.15: Province Details of Respondents

Province	Frequency	Percent
Punjab	22	55.0
Sindh	8	20.0
KPK	6	15.0
Balochistan	4	10.0
Total	40	100.0

Table shows that out of 40 respondents, 22 (55%) are belongs to Punjab and 8 (20%) are belongs to Sindh and 6 (15%) Respondents are belongs to KPK and last 4 (10%) are belongs to Balochistan who responded through questionnaire.

Table 3.16: Bank Type of Respondents

Bank Type	Frequency	Percent
Government Bank	5	12.5
Semi Govt Bank	5	12.5
Private Bank	26	65.0
Islamic Bank	4	10.0
Total	40	100.0

This table show that respondents are belongs to which type of banks, 5 (12.5%) respondent are belongs to Government bank and 5 (12.5%) are belongs to semi government and 26 (65%) respondents are belongs to Private Banks and last 4 (10%) respondents are belongs to Islamic banks.

Table 3.17: Experience of Respondents

Experience	Frequency	Percent
1 to 10 Years	9	22.5
11 to 20 years	21	52.5
21 to 30 years	7	17.5
31 to 40 years	3	7.5
Total	40	40

Total number of 40 questionnaire filled from respondents that were fully filled, 9 (22.5 %) are having experience 1 to 20 years and 21 (52.5%) respondents have experience of 11 to 20 years in banking sector and 7 (17.5%) respondents have experience of 21 to 30 years in banking sectors and last 3 (7.5%) respondents have experience of 31 to 40 years in banking sector in Pakistan.

Table 3.18: Education of Respondents

Education	Frequency	Percent
Bachelor	8	20.0
Master	18	45.0
Doctorate	1	2.5
Any other Diploma	13	32.5
Total	40	100.0

The above table also shows that 8 (20%) respondents are having their education degrees are bachelors, 18 (45%) respondents are Masters, 1 (2.5%) Doctors and 13 (32.5%) respondents are having other professional degrees.

Table 3.19: Management Role of Respondents

Role in Management	Frequency	Percent
Upper Management	12	30.0
Middle Management	14	35.0
Junior Management	8	20.0
Administrative	6	15.0
Total	40	100.0

Further the table shows that 12 (30.0%) respondents are belongs to upper management and, 14 (35.0%) respondents are belongs to middle management, and 8 (20%) respondents are belong to junior management and 6 (15%) respondents are belongs to admin team support.

3.10.2 Descriptive Statistics of Questioner Items

The questionnaire of this study contains 10 variables and data was gathered for the study analysis, the below table give the average response of respondents. Knowledge Transfer, Knowledge Application, Knowledge Creation, Knowledge sharing, and second four type of culture, Clan, adhocracy, Culture, and hierarchy. The last two variables relate to employee performance; Employee motivation and Employee Satisfaction. The total numbers of 58 questions were used for the analysis of this study.

Table 3.20: Descriptive Statistics of Items

Variables	N	Minimum	Maximum	Mean	Std. Deviation
KT1	40	1	5	3.411	0.83099
KT2	40	1	5	3.126	0.02548
KT3	40	1	5	3.426	0.83644
KT4	40	1	5	3.365	0.78241
KT5	40	1	5	3.625	0.81944
KT6	40	1	5	3.422	0.84265
KA1	40	1	5	3.712	0.80543
KA2	40	1	5	3.595	0.87385
KA3	40	1	5	3.843	0.80778
KA4	40	1	5	3.749	0.81774
KA5	40	1	5	3.828	0.74681
KA6	40	1	5	3.858	0.72637
KA7	40	1	5	3.825	0.72784
KA8	40	1	5	3.674	0.86961
KC1	40	1	5	3.751	0.78798
KC2	40	1	5	3.658	0.87005
KC3	40	1	5	3.628	0.77319
KC4	40	1	5	3.258	0.80219
KC5	40	1	5	3.638	0.85809
KC6	40	1	5	3.809	0.77001
KC7	40	1	5	3.802	0.77879
KS1	40	1	5	3.122	0.62705
KS2	40	1	5	4.208	0.73235
KS3	40	1	5	3.977	0.67207
KS4	40	1	5	4.101	0.69134
KS5	40	2	5	4.021	0.62735
KS6	40	1	5	4.144	0.66033
KS7	40	1	5	4.147	0.73819
CC1	40	2	5	3.593	0.84149

CC2	40	1	5	3.495	0.98176
CC3	40	2	5	3.619	0.86562
CC4	40	1	5	3.786	0.74845
CA1	40	1	5	2.602	0.98117
CA2	40	1	5	3.865	0.59559
CA3	40	1	5	3.731	0.82883
CA4	40	1	5	3.744	0.76011
CH1	40	1	5	3.933	0.70139
CH2	40	1	5	3.863	0.5731
CH3	40	1	5	3.858	0.60369
CH4	40	1	5	3.893	0.65327
CM1	40	1	5	3.842	0.69505
CM2	40	1	5	3.886	0.67146
CM3	40	2	5	3.888	0.74584
CM4	40	2	5	3.888	0.65605
EM1	40	1	5	3.416	0.90645
EM2	40	1	5	3.614	0.91595
EM3	40	2	5	3.598	0.82985
EM4	40	2	5	3.707	0.81504
EM5	40	1	5	3.661	0.80850
EM6	40	2	5	3.974	0.73017
EM7	40	2	5	3.751	0.80264
ES1	40	1	5	3.225	0.98822
ES2	40	1	5	3.125	1.04677
ES3	40	1	5	3.354	0.87304
ES4	40	1	5	3.256	0.87849
ES5	40	1	5	3.745	0.82052
ES6	40	1	5	3.125	0.76508
ES7	40	1	5	3.328	0.85625

Table 3.19 shows the details of descriptive statistics of each item

3.10.3 Measurement Model Analysis

The measurement model analysis is done to examine the reliability of the instrument and validity of the data, the detail analysis explains the reliability and validity of each item of the instrument. In this model the discriminant and convergent validity examines for validity of the data. Convergent validity is examined through average variance explained and factor loading. The discriminant validity is examined square root of average variance explained, cross loading and HTMT. The reliability of the data is examined through internal, composite and constructs reliability. The measurement model analysis examines the accuracy of instrument and data leads towards further analysis.

3.10.4 Convergent Validity

According to Hair (2016), the relationship among same construct identify in convergent validity. According to Hair, Hult, Ringle and Sarstedt (2016), convergent validity explains the relation same items of the data. They further explain 0.50 value of average variance extracted or 0.70 value of external loading is good for data and the value is less than 0.50 of average variance extracted and 0.70 value of external loading is show there is some error contain in data and not fit for further analysis. The convergent validity is examined through PLS SEM to check that data contains any error or not.

3.10.5 External Factor Loading

According to Hair, Hult, Ringle and Sarstedt (2016), 0.70 value of external loading of each item is good for data and the value of external loading is show there is no error contain in data and not fit for further analysis if the over 0.70.

Table 3.21: Factor Loadings

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
CA1	0.812									
CA2	0.765									
CA3	0.823									
CA4	0.726									
CC1		0.882								
CC2		0.868								
CC3		0.924								
CC4		0.756								
CH1			0.864							
CH2			0.756							
CH3			0.854							
CH4			0.869							
CM1				0.876						
CM2				0.902						
CM3				0.860						
CM4				0.756						
EM1					0.845					
EM2					0.852					
EM3					0.897					
EM4					0.924					
EM5					0.877					
EM6					0.709					
EM7					0.918					
ES1						0.736				
ES2						0.898				
ES3						0.718				
ES4						0.769				
ES5						0.766				
ES6						0.725				

ES7					0.831				
KA1						0.891			
KA2						0.849			
KA3						0.795			
KA4						0.876			
KA5						0.758			
KA6						0.852			
KA7						0.950			
KA8						0.814			
KC1							0.822		
KC2							0.775		
KC3							0.812		
KC4							0.748		
KC5							0.841		
KC6							0.754		
KC7							0.803		
KS1								0.892	
KS2								0.854	
KS3								0.729	
KS4								0.827	
KS5								0.849	
KS6								0.753	
KS7								0.823	
KT1									0.906
KT2									0.820
KT3									0.803
KT4									0.794
KT5									0.825
KT6									0.873

The above table show that the value of each construct is above 0.70, as per studies of previous researcher if the value of each item is above 0.70 then the data is valid and suitable for further analysis so this table show this is valid data. After the factor loading the next part of convergent validity average variance extracted which the researcher is also analyze through PLS SEM.

3.10.6 Average Variance Extracted

The second part of convergent validity is average variance extracted at each item level of the instrument. According to Hair et al., (2016) the average variance extracted is equal to the squared loading total divided into the item of each construct. When the value of average variance extracted is at least 0.5 then it is sufficient to meet construct validity.

Table 3.22: Average Variance Extracted

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
CA	0.712	0.751	0.700
CC	0.820	0.831	0.671
CH	0.720	0.804	0.631
CM	0.919	0.836	0.685
EM	0.925	0.831	0.760
ES	0.809	0.827	0.746
KA	0.768	0.797	0.623
KC	0.751	0.787	0.829
KS	0.780	0.807	0.782
KT	0.749	0.788	0.669

The above table shows the result of average variance extracted, composite reliability and cronbach Alpha. The Cronbach alpha is applied to examine the reliability of each item of construct, the above table show the measurement of each item which in between .712 to .925,

Knowledge Transfer having 74.9%, Knowledge Application with 76.8%, Knowledge Creation with 75.1%, Knowledge Sharing with 78.0%, Clan Culture with 82.0%, Adhocracy Culture with 81.2%, Hierarchy culture with 72.0% and market culture with 91.9%, Employee motivation with 92.5% and employee satisfaction with 80.9%. The above table value of each item of construct shows good reliability, consistency and suitable for further study analysis.

The composite reliability is applied to examine the reliability of each item of construct, the above table show the measurement of each item which in between .751 to .831, Knowledge Transfer having 0.788, Knowledge Application with 0.897, Knowledge Creation with 0.788%, Knowledge Sharing with 0.807, Clan Culture with 0.831, Adhocracy Culture with 0.751, Hierarchy culture with 0.804 and market culture with 0.836, Employee motivation with 0.831 and employee satisfaction with 0.827. The above table value of each item of construct shows good reliability, consistency and suitable for further study analysis.

The value of average variance extracted is at least 0.5 then it is sufficient to meet construct validity. the above table show the measurement of each item which in between .623 to .829, Knowledge Transfer having 0.669, Knowledge Application with 0.623, Knowledge Creation with 0.629, Knowledge Sharing with 0.382, Clan Culture with 0.671, Adhocracy Culture with 0.760, Hierarchy culture with 0.631 and market culture with 0.685, Employee motivation with 0.760 and employee satisfaction with 0.746. The above table shows that the value of each construct is more than 0.50 so the data of each construct is valid and suitable for further study analysis.

3.10.7 Discriminant Validity

After convergent validity, the next step is to calculate the Discriminant validity, this validity describe that how much construct is different from total framework of construct. The purpose of this validity is to calculate each construct is different with other item in the research model. To calculate the Discriminant validity the researcher analyzes the Fornell Lacker Criterion, cross loading items and HTMT criteria through PLS SEM.

3.10.8 The Fornell Larcker Criteria

According to Fronell and Larcker (1981) The objective is to calculate the disriminant validity, to examine the correlation among items which is not larger than 0.85 and the second to examine the average variance extracted square root, the correlation among the items is less than the square root of average variance extracted.

Table 3.23: The Fornell Larcker Criteria

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
CA	0.842									
CC	0.720	0.830								
CH	0.451	0.603	0.825							
CM	0.325	0.581	0.647	0.740						
EM	0.251	0.432	0.620	0.673	0.792					
ES	0.125	0.325	0.546	0.579	0.582	0.668				
KA	0.121	0.125	0.423	0.470	0.425	0.423	0.823			
KC	0.070	0.075	0.324	0.218	0.326	0.325	0.585	0.675		
KS	0.040	0.042	0.252	0.125	0.125	0.256	0.458	0.695	0.763	
KT	0.020	0.012	0.132	0.085	0.058	0.152	0.256	0.236	0.649	0.714

The above table shows that the result of each item value correlation is below 0.85 and same the value of square root of average variance extracted is larger than below of each item. The value of square root of average variance extracted is larger than the each column to meet discriminnat validity. The above table show the measurement of each item which in between 0.675 to .842, Knowledge Transfer having 0.714, Knowledge Application with 0.823, Knowledge Creation with 0.675, Knowledge Sharing with 0.763, Clan Culture with 0.830, Adhocracy Culture with 0.842, Hierarchy culture with 0.825 and market culture with 0.740, Employee motivation with 0.792 and employee satisfaction with 0.668. The above table shows that the value of each construct is less than 0.85 and the above value of each item is higher than

lower so the data of each construct is valid, the result shows data is significant and valid for research.

3.10.9 Cross Loading

The second test to examine the Discriminant validity is cross loading of the each item. Cross loading is also calculated through PLS SEM, According to Hair Jr (2016), the value of cross loading items is different with all other items of the model. The value of each item of the variable must be higher against each variable in a row then the data is valid.

Table 3.24: Cross Loading

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
CA1	0.381	0.242	0.172	0.264	0.242	0.277	0.262	0.258	0.113	0.182
CA2	0.645	0.503	0.529	0.744	0.554	0.519	0.608	0.652	0.314	0.581
CA3	0.814	0.737	0.616	0.665	0.698	0.604	0.687	0.690	0.503	0.661
CA4	0.801	0.682	0.566	0.651	0.728	0.659	0.728	0.709	0.467	0.699
CC1	0.582	0.736	0.389	0.442	0.673	0.620	0.664	0.672	0.533	0.600
CC2	0.557	0.725	0.350	0.405	0.590	0.516	0.571	0.591	0.500	0.561
CC3	0.678	0.625	0.466	0.553	0.686	0.671	0.708	0.711	0.599	0.662
CC4	0.761	0.825	0.649	0.680	0.759	0.669	0.752	0.727	0.619	0.737
CH1	0.038	-0.013	0.431	0.194	0.059	-0.005	0.089	0.178	0.135	0.124
CH2	0.426	0.212	0.732	0.466	0.349	0.258	0.349	0.343	0.262	0.300
CH3	0.576	0.527	0.735	0.522	0.603	0.547	0.625	0.622	0.462	0.565
CH4	0.609	0.542	0.765	0.608	0.554	0.508	0.587	0.582	0.507	0.523
CM1	0.686	0.527	0.544	0.766	0.592	0.489	0.588	0.584	0.408	0.555
CM2	0.689	0.557	0.636	0.890	0.612	0.523	0.622	0.609	0.494	0.606
CM3	0.684	0.564	0.563	0.770	0.610	0.537	0.561	0.617	0.434	0.550
CM4	0.719	0.488	0.544	0.812	0.568	0.500	0.605	0.613	0.369	0.581
EM1	0.571	0.581	0.396	0.494	0.712	0.678	0.564	0.520	0.446	0.616
EM2	0.704	0.749	0.553	0.616	0.825	0.766	0.753	0.725	0.597	0.776

EM3	0.558	0.614	0.569	0.586	0.836	0.677	0.632	0.640	0.530	0.616
EM4	0.590	0.656	0.438	0.483	0.825	0.752	0.664	0.621	0.539	0.705
EM5	0.717	0.722	0.575	0.619	0.890	0.786	0.758	0.666	0.554	0.725
EM6	0.527	0.487	0.519	0.507	0.832	0.604	0.475	0.504	0.369	0.578
EM7	0.643	0.576	0.458	0.499	0.820	0.751	0.659	0.594	0.562	0.717
ES1	0.456	0.520	0.342	0.323	0.637	0.936	0.575	0.476	0.320	0.587
ES2	0.505	0.495	0.358	0.404	0.631	0.898	0.579	0.490	0.327	0.596
ES3	0.502	0.551	0.478	0.487	0.715	0.718	0.640	0.581	0.466	0.639
ES4	0.707	0.706	0.515	0.556	0.851	0.859	0.712	0.679	0.539	0.741
ES5	0.685	0.686	0.474	0.572	0.792	0.866	0.734	0.655	0.513	0.726
ES6	0.523	0.548	0.532	0.483	0.702	0.693	0.611	0.574	0.453	0.625
ES7	0.412	0.394	0.287	0.329	0.545	0.751	0.494	0.447	0.268	0.505
KA1	0.570	0.586	0.529	0.564	0.707	0.683	0.891	0.683	0.529	0.689
KA2	0.628	0.606	0.436	0.560	0.619	0.532	0.849	0.645	0.420	0.650
KA3	0.504	0.432	0.403	0.460	0.480	0.473	0.747	0.551	0.318	0.545
KA4	0.677	0.722	0.488	0.553	0.647	0.644	0.876	0.736	0.571	0.732
KA5	0.545	0.545	0.506	0.428	0.575	0.581	0.858	0.684	0.450	0.686
KA6	0.510	0.527	0.461	0.420	0.563	0.563	0.797	0.633	0.444	0.669
KA7	0.467	0.483	0.488	0.408	0.431	0.463	0.837	0.559	0.292	0.470
KA8	0.569	0.535	0.436	0.456	0.563	0.579	0.814	0.642	0.430	0.626
KC1	0.635	0.484	0.571	0.536	0.530	0.466	0.721	0.822	0.382	0.516
KC2	0.432	0.606	0.430	0.379	0.377	0.356	0.576	0.720	0.427	0.481
KC3	0.533	0.486	0.348	0.385	0.446	0.379	0.549	0.791	0.400	0.499
KC4	0.550	0.503	0.433	0.445	0.572	0.532	0.669	0.848	0.465	0.649
KC5	0.580	0.565	0.490	0.490	0.610	0.585	0.656	0.841	0.510	0.590
KC6	0.586	0.595	0.539	0.624	0.609	0.586	0.723	0.854	0.541	0.680
KC7	0.657	0.692	0.468	0.572	0.663	0.654	0.719	0.903	0.628	0.732
KS1	0.340	0.424	0.333	0.301	0.386	0.313	0.447	0.534	0.793	0.419
KS2	0.395	0.458	0.401	0.351	0.527	0.428	0.425	0.480	0.854	0.465
KS3	0.263	0.469	0.360	0.339	0.403	0.302	0.372	0.403	0.829	0.463
KS4	0.548	0.652	0.446	0.491	0.657	0.554	0.638	0.650	0.927	0.652

KS5	0.263	0.441	0.443	0.305	0.425	0.342	0.376	0.439	0.849	0.447
KS6	0.461	0.555	0.409	0.444	0.530	0.476	0.528	0.573	0.953	0.568
KS7	0.248	0.376	0.361	0.275	0.393	0.350	0.368	0.407	0.823	0.374
KT1	0.582	0.628	0.455	0.585	0.756	0.686	0.692	0.695	0.635	0.796
KT2	0.423	0.510	0.291	0.346	0.587	0.566	0.643	0.538	0.432	0.820
KT3	0.475	0.424	0.355	0.350	0.501	0.516	0.629	0.547	0.351	0.803
KT4	0.665	0.549	0.465	0.550	0.636	0.612	0.659	0.635	0.526	0.894
KT5	0.514	0.536	0.466	0.543	0.544	0.528	0.663	0.634	0.430	0.825
KT6	0.629	0.647	0.544	0.493	0.714	0.678	0.703	0.642	0.514	0.873

The above highlighted items shows the value of cross loading against each item of the variable, so the data is clearly presents that all the highlighted values is greater than their respective row so result of cross loading items presents the data is significant valid and good for research study.

3.10.10 Heterotrait Monotrait Ratio (HTMT)

The third part of discriminant validity examination is Heterotrait Monotrait Ratio (HTMT), According to Henseler (2015), this method is calculate the correlation among different constructs and identified that the relationship among different constructs in normal and valid for analysis. According to Kline (2015), the value of correlation among constructs must be lower than 0.85 for valid Discriminant validity.

Table 3.25: Heterotrait Monotrait Ratio

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
Adhocracy Culture										
Clan culture	0.84 2									
Hierarchy Culture	0.80 2	0.665								
Market culture	0.70 2	0.654	0.72 4							
Employee Motivation	0.86 0	0.844	0.69 4	0.71 5						
Employee Satisfaction	0.78 3	0.758	0.59 1	0.61 7	0.70 1					
Knowledge Application	0.81 2	0.860	0.74 2	0.75 1	0.88 5	0.767				
Knowledge Creation	0.81 2	0.877	0.76 8	0.76 8	0.84 5	0.779	0.79 1			
Knowledge Sharing	0.54 0	0.704	0.60 4	0.52 3	0.69 0	0.558	0.66 8	0.64 9		
Knowledge Transfer	0.84 1	0.823	0.66 6	0.72 0	0.74 5	0.888	0.75 1	0.81 2	0.62 1	

The above table shows that the each value of correlation among all construct is lower than 0.85 so it suggest the data is significantly valid and fulfil the requirement of Discriminant validity so the researcher can use it for further analysis.

3.10.11 Summary of Measurement Model

The below table presents the findings of measurement model, in this analysis the researcher examine the reliability and validity of the data. For this purpose following test use to sure the reliability and validity, Cronbach Alpha, Composite reliability, AVE, Factor loading, Cross loading, Fronell Larker and Heterotrait Monotrait Ratio (HTMT). In literature the criteria

is mentioned against this test, after examine all tests this table shows this data is reliable and significantly valid for study analysis.

Table 3.26: Summary of Measurement Model

Measurement Model	Indicators	Criteria	Findings
Reliability and consistency	Cronbach alpha for reliability	Value must be greater than 0.70	Satisfactory against criteria
	Composite for reliability	Value must be greater than 0.70	Satisfactory against criteria
	Average variance extracted	Value must be greater than 0.50	Satisfactory against criteria
Convergent validity	Factor loading	Value must be under or more than 0.70	Satisfactory against criteria
	Average variance extracted	Value must be greater than 0.70	Satisfactory against criteria
Discriminant validity	Cross loadings	Each construct value is higher against row value of each construct	Satisfactory against criteria
	Fornell Larcker	Correlation of each construct is higher in its mentioned column	Satisfactory against criteria
	Heterotrait Monotrait Ratio (HTMT)	The value of each construct must be less than 0.85	Satisfactory against criteria

3.11 Data Collection Procedure

Adapted instrument is taken from the study of existing literature. The instrument is needed less human capital, cost and time for getting response. According to Salant and dillman (1994) suggested that like this type of study online surveys are most excellent method for investigations Dilman (2000). The demographic section has been made to get information from the respondents; the questions relate to demographic includes the Province information, Experience in banking sector, education of the respondents and the role in the bank of the respondents. The general information regarding the type of bank is also asked from the respondents for getting proper information of the respondents. The KM practices have four major

dimensions in this study; the three variables of KM practices (Knowledge creation, Knowledge transfer and Knowledge application) are adapted from the study of Turzasingura W., (2011).

The fourth variable of KM practices (knowledge sharing) are adapted from the research of Serene and Hala 2018. The third section of the instrument is included the questions relate to banking culture which prevails in the banking sector of Pakistan. The Saeed Saidgi (2017) in his study developed the concept of organizational culture on the foundation of competing value framework. The Saeed Saidgi (2017) investigates in his research the relationship of four dimensions of organizational culture with organizational performance and found statistically positive and direct correlation with both of them. The instrument of third section is adapted from the study of saeed saidgi 2017; the organizational culture has four types (clan, adhocracy, and hierarchy and market culture). Forth part of section, the questionnaire is on employee performance which is adapted from the study of Shafizal Mat Loughborough 2016, which has identified two parts of employee performance, employee motivation and satisfaction. For the pilot testing 45 questionnaire is distributed among the respondents, and out of which 5 survey are found not properly filled the remaining 40 questionnaire are fully filled and the respondents gives good respond.

I am working in banking sector since last 10 years in management position lever, Due to good personal relation with many banks, I am personally send 480 online surveys to employees of all schedule banks in Pakistan, out of which 50 surveys are not properly filled and found errors in response and 430 surveys are filled properly and found good for examination. The response rate is approximately 90% which is good but the good response depends upon the researcher good relation and having vast experience of banking sector in Pakistan.

According to Babbie (2015), the response rate above 80% is good for investigation. According to Frohlich (2002), many research statistical tools are requiring high response rate for better execution of the data analysis. This study is conducted on banking sector of Pakistan and the respondents are the employee of all schedule banks which are working under state bank of Pakistan. The online surveys were distributed among all respondents and requests to each respondent to respond in time and properly filled surveys. The request to each respondent is

might be reason to in time and higher rate of response. The information taken from each respondent are takes fully confidential.

3.12 Research Analysis

Research analysis is conducted in detailed in chapter 4, in research analysis the researcher done the interpretation of collected data, the first part of this chapter is discussing the primary case analysis and the demographic of the respondents, the summary of each variable is calculated through descriptive analysis. The mean, standard deviation, and the reliability of each constructed is calculated in this chapter. The first part of the chapter is analysis through SPSS 25. The result of the all findings presents in shape of tables. The second part of this chapter is analyzed through PLS SEM 3.23. Further the reliability and validity of the data will be analyzed through SMART PLS. The measurement model, structural model of mediate hypothesis testing is analyzed through SMART PLS 3.23. The detailed research analysis is discussed in next chapter.

3.13 Summary of the Chapter

The research methodology is detailed discussed under this chapter to investigate the proposed model and hypothesis. This chapter suggests with justification the research methodology for this study. Quantitative research method, Instrumentation, sampling technique, question design, question format, sample size, instrument validity and reliability through pilot testing, data collection procedure and research analysis tools are presented in this chapter with proper literature justification. The ethical deliberation regarding respondents is also explained under this chapter.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS

The objective of this chapter is to interpretation of data analysis, the first part of this chapter is discussing the primary case analysis and the demographic of the respondents, the summary of each variable is calculated through descriptive analysis. The mean, standard deviation, and the reliability of each constructed is calculated in this chapter. The first part of the chapter is analysis through SPSS 25. The second part of this chapter is analyzed through PLS SEM 3.23. Further the reliability and validity of the data will be analyzed through SMART PLS. The measurement model, structural model of mediate hypothesis testing is analyzed through SMART PLS 3.23.

4.1 Descriptive Statistics

4.1.1 Primary Case Analysis

Primary case analysis is done at the start of this chapter; the total number of 480 questionnaires is distributed among respondents. After screening the data some response were found duplicate and some response were found not completed which was eliminated for analysis. Finally 430 questionnaires were finalized for research analysis. The purpose of primary case analysis to ensure the data is fine for analysis and has no duplication.

Table 4.1: Indicator of Each Last Matching Case as Primary

	Frequency	Percent	Valid Percent	Cumulative Percent
Primary Case	430	100.0	100.0	100.0

Table 4.1 shows the indicator of each primary last matching

4.1.2 Demographic Profile of Respondents

The demographic of respondents mentioned in below table, the first demographic show the respondents province.

Table 4.2: Province of the Respondents

Province	Frequency	Percent
Punjab	225	52.3
Sindh	101	23.4
KPK	58	13.4
Balochistan	46	10.6
Total	430	100.0

In this table total 430 respondents, 197 (45.8%) are belongs to Punjab and 84 (19.5%) are belongs to Sindh and 77 (17.9%) Respondents are belongs to KPK and last 72 (16.7%) are belongs to Balochistan who responded through questionnaire.

Table 4.3: Bank type of the Respondents

Bank Type	Frequency	Percent
Government Bank	78	18.1
Semi Govt Bank	45	10.5
Private Bank	222	51.6
Islamic Bank	85	19.8
Total	430	100.0

This table show that respondents are belongs to which type of banks, 78 (18.1%) respondent are belongs to Government bank and 45 (10.5%) are belongs to semi government and 222 (51.6%) respondents are belongs to Private Banks and last 85 (19.8%) respondents are belongs to Islamic banks.

Table 4.4: Experience of the Respondents

Experience	Frequency	Percent
1 to 10 Years	131	30.5
11 to 20 years	187	43.5
21 to 30 years	94	21.9
31 to 40 years	18	4.2
Total	430	100.0

Total number of 430 questionnaire filled from respondents that were fully filled, 131 (30.5) are having experience 1 to 10 years and 187 (43.5%) respondents are having experience of 11 to 20 years in banking sector and 94 (21.9%) respondents are having experience of 21 to 30 years in banking industry and last 18 (4.2%) respondents have experience of 31 to 40 years in banking sector in Pakistan.

Table 4.5: Education of the Respondents

Education	Frequency	Percent
Bachelor	85	19.8
Master	257	59.8
Doctorate	26	6.0
Any other Diploma	62	14.4
Total	430	100.0

The education of respondents is, 85 (19.8%) respondents are having their education degrees are bachelors, and 257 (59.8%) respondents are Masters, 26 (6%) Doctors and 62 (14.4%) respondents are having other professional degrees.

Table 4.6: Management Role of the Respondents

Role in Management	Frequency	Percent
Upper Management	128	29.8
Middle Management	122	28.4
Junior Management	103	24.0
Administrative	77	17.9
Total	430	100.0

Further the table shows that 128 (29.8%) respondents are belongs to upper management and, 122 (28.4%) respondents are belongs to middle management, and 103 (24%) respondents are belong to junior management and 77 (17.9%) respondents are belongs to admin team support.

4.1.3 Descriptive Statistics of Questioner Items

The questionnaire of this study contains 10 variables and data was gathered for the study analysis, the below table give the average response of respondents. Knowledge Transfer, Knowledge Application, Knowledge Creation, Knowledge sharing, and second four type of culture, Clan, adhocracy, Culture, and hierarchy. The last two variables relate to employee performance; Employee motivation and Employee Satisfaction. The total numbers of 58 questions were used for the analysis of this study. The average score from the respondents were 2.602 to 4.20 on a five point likert scale.

Table 4.7: Descriptive Statistics of Questioner Items

Variables	N	Min.	Max.	Mean	Std. Deviation
KT1	430	2	5	3.733	0.83099
KT2	430	1	5	3.635	1.02154
KT3	430	1	5	3.612	0.83644
KT4	430	1	5	3.686	0.78241
KT5	430	1	5	3.677	0.81944
KT6	430	1	5	3.686	0.84265
KA1	430	1	5	3.7	0.80543
KA2	430	1	5	3.595	0.87385
KA3	430	1	5	3.84	0.80778
KA4	430	1	5	3.749	0.81774
KA5	430	1	5	3.828	0.74681
KA6	430	1	5	3.858	0.72637
KA7	422	1	5	3.825	0.72784
KA8	430	1	5	3.674	0.86961
KC1	430	1	5	3.751	0.78798
KC2	430	1	5	3.658	0.87005
KC3	430	1	5	3.628	0.77319
KC4	430	1	5	3.723	0.80219
KC5	425	1	5	3.638	0.85809
KC6	430	1	5	3.809	0.77001
KC7	430	1	5	3.802	0.77879
KS1	425	2	5	4.026	0.62705
KS2	427	1	5	4.208	0.7323
KS3	430	2	5	3.977	0.67207
KS4	425	2	5	4.101	0.69134
KS5	430	2	5	4.021	0.6273
KS6	430	2	5	4.144	0.66033
KS7	430	1	5	4.147	0.73819
CC1	430	2	5	3.593	0.84149

CC2	430	1	5	3.495	0.98176
CC3	430	2	5	3.619	0.86562
CC4	430	2	5	3.786	0.74845
CA1	430	1	5	2.602	0.98117
CA2	430	2	5	3.865	0.59559
CA3	430	1	5	3.73	0.82883
CA4	430	1	5	3.744	0.76011
CH1	430	1	5	3.933	0.70139
CH2	430	2	5	3.863	0.5731
CH3	430	1	5	3.858	0.60369
CH4	430	1	5	3.893	0.65327
CM1	430	1	5	3.842	0.69505
CM2	430	1	5	3.886	0.67146
CM3	430	2	5	3.888	0.74584
CM4	430	2	5	3.888	0.65605
EM1	430	1	5	3.416	0.90645
EM2	430	1	5	3.614	0.91595
EM3	430	2	5	3.598	0.8298
EM4	426	2	5	3.707	0.81504
EM5	430	1	5	3.661	0.8085
EM6	430	2	5	3.974	0.73017
EM7	430	2	5	3.751	0.80264
ES1	430	1	5	3.281	0.98822
ES2	430	1	5	3.323	1.04677
ES3	430	1	5	3.684	0.87304
ES4	430	1	5	3.707	0.87849
ES5	430	1	5	3.74	0.82052
ES6	430	1	5	3.814	0.76508
ES7	430	1	5	3.07	1.08594

4.1.4 Missing Value Analysis

According to Joseph F Hair (2006) the missing data analysis is mandatory to conduct before research analysis, if the missing value is not properly handled so it will lead to improper results. The researcher faces the major challenge in research analysis while dealing with missing values it leads towards the lower sample. According to Kline (2015), the questionnaire which is not filled up to 50% must not be included in your final analysis and if the missing values in whole data are less than 10% then the result will not be affected on this value. This research is conducted on employees of banking industry of Pakistan, the total number of 480 questionnaires were distributed among banking employees, out of that 18 questionnaires were filled less than 50% which were discarded from research analysis. The missing value analysis is done on PLS SEM and 32 questionnaires were having missing value which means less than 10% data contains missing value so there is no need of missing value treatment for this study.

4.2 Measurement Model Analysis

The measurement model analysis is done to analyze the reliability of the instrument and validity of the data, the detail analysis explains the reliability and validity of each item of the instrument. In this model the Discriminant and convergent validity examines for validity of the data. Convergent validity is examined through average variance explained and factor loading. The Discriminant validity is examined square root of average variance explained, cross loading and HTMT. The reliability of the data is examined through internal, composite and constructs reliability. The measurement model analysis examines the accuracy of instrument and data leads towards further analysis of structure model of hypothesis.

4.2.1 Convergent Validity

According to Hair (2016), the relationship among same construct identify in convergent validity. According to Hair, Hult, Ringle and Sarstedt (2016), convergent validity explains the relation same items of the data. They further explain 0.50 value of average variance extracted or 0.70 value of

external loading is good for data and the value is less than 0.50 of average variance extracted and 0.70 value of external loading is show there is some error contain in data and not fit for further analysis. The convergent validity is examined through PLS SEM to check that data contains any error or not.

4.2.2 External Factor Loading

According to Hair, Hult, Ringle and Sarstedt (2016), 0.70 value of external loading of each item is good for data and the value of external loading is show there is no error contain in data and not fit for further analysis if the over 0.70.

Table 4.8: Outer Loadings

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
CA1	0.745									
CA2	0.791									
CA3	0.885									
CA4	0.885									
CC1		0.882								
CC2		0.868								
CC3		0.924								
CC4		0.836								
CH1			0.725							
CH2			0.815							
CH3			0.889							
CH4			0.869							
CM1				0.876						
CM2				0.902						
CM3				0.860						
CM4				0.905						
EM1					0.763					
EM2					0.870					

EM3					0.808					
EM4					0.805					
EM5					0.877					
EM6					0.709					
EM7					0.842					
ES1						0.836				
ES2						0.798				
ES3						0.818				
ES4						0.869				
ES5						0.866				
ES6						0.825				
ES7						0.731				
KA1							0.791			
KA2							0.749			
KA3							0.795			
KA4							0.776			
KA5							0.758			
KA6							0.852			
KA7							0.950			
KA8							0.714			
KC1								0.722		
KC2								0.875		
KC3								0.912		
KC4								0.748		
KC5								0.741		
KC6								0.754		
KC7								0.803		
KS1									0.852	
KS2									0.754	
KS3									0.729	
KS4									0.827	

KS5									0.749	
KS6									0.853	
KS7									0.723	
KT1										0.806
KT2										0.720
KT3										0.703
KT4										0.794
KT5										0.725
KT6										0.773

The above table show that the value of each construct is above 0.70, as per studies of previous researcher if the value of each item is above 0.70 then the data is valid and suitable for further analysis so this table show this is valid data. After the factor loading the next part of convergent validity average variance extracted which the researcher is also analyze through PLS SEM.

4.2.3 Average Variance Extracted

The second part of convergent validity is average variance extracted at each item level of the instrument. According to Hair et al., (2016) the average variance extracted is equal to the squared loading total divided into the item of each construct. When the value of average variance extracted is at least 0.5 then it is sufficient to meet construct validity.

Table 4.9: Average Variance Extracted

Constructs	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Adhocracy Culture	0.768	0.851	0.600
Clan Culture	0.901	0.931	0.771
Hierarchy Culture	0.821	0.804	0.531
Market Culture	0.909	0.936	0.785
Employee Motivation	0.913	0.931	0.660
Employee Satisfaction	0.909	0.927	0.646
Knowledge Application	0.868	0.897	0.523
Knowledge Creation	0.851	0.887	0.529
Knowledge Sharing	0.880	0.907	0.582
Knowledge Transfer	0.849	0.888	0.569

The above table shows the result of average variance extracted, composite reliability and cronbach Alpha. The Cronbach alpha is applied to examine the reliability of each item of construct, the above table show the measurement of each item which in between .768 to .913, Knowledge Transfer having 84.9%, Knowledge Application with 86.8%, Knowledge Creation with 85.1%, Knowledge Sharing with 88.0%, Clan Culture with 90.1%, Adhocracy Culture with 86.1%, Hierarchy culture with 82.1% and market culture with 90.9%, Employee motivation with 91.3% and employee satisfaction with 90.9%. The above table value of each item of construct shows good reliability, consistency and suitable for further study analysis. The composite reliability is applied to examine the reliability of each item of construct, the above table show the measurement of each item which in between .804 to .931, Knowledge Transfer having 0.888, Knowledge Application with 0.897, Knowledge Creation with 0.88%, Knowledge Sharing with 0.907, Clan Culture with 0.931, Adhocracy Culture with 0.851, Hierarchy culture with 0.804 and market culture with 0.936, Employee motivation with 0.931 and employee satisfaction with 0.927. The above table value of each item of construct shows good reliability, consistency and suitable for further study analysis.

The value of average variance extracted is at least 0.5 then it is sufficient to meet construct validity. The above table shows the measurement of each item which is between .523 to .782, Knowledge Transfer having 0.569, Knowledge Application with 0.523, Knowledge Creation with 0.529, Knowledge Sharing with 0.582, Clan Culture with 0.771, Adhocracy Culture with 0.660, Hierarchy culture with 0.531 and market culture with 0.785, Employee motivation with 0.660 and employee satisfaction with 0.646. The above table shows that the value of each construct is more than 0.50 so the data of each construct is valid and suitable for further study analysis.

4.2.4 Discriminant Validity

After convergent validity, the next step is to calculate the Discriminant validity, this validity describes that how much construct is different from total framework of construct. The purpose of this validity is to calculate each construct is different with other item in the research model. To calculate the Discriminant validity the researcher analyzes the Fornell Larcker Criterion, cross loading items and HTMT criteria through PLS SEM.

4.2.4.1 The Fornell Larcker Criteria

According to Fornell and Larcker (1981) The objective is to calculate the Discriminant validity, to examine the correlation among items which is not larger than 0.85 and the second to examine the average variance extracted square root, the correlation among the items is less than the square root of average variance extracted.

Table 4.10: The Fornell Larcker Criteria

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
CA	0.812									
CC	0.742	0.790								
CH	0.650	0.603	0.725							
CM	0.423	0.581	0.647	0.840						
EM	0.321	0.432	0.620	0.673	0.692					
ES	0.251	0.325	0.546	0.579	0.582	0.568				
KA	0.125	0.125	0.423	0.470	0.425	0.423	0.723			
KC	0.102	0.075	0.324	0.218	0.326	0.325	0.585	0.775		
KS	0.075	0.042	0.252	0.125	0.125	0.256	0.458	0.695	0.763	
KT	0.043	0.012	0.132	0.085	0.058	0.152	0.256	0.236	0.649	0.754

The result shows of each item value correlation is below 0.85 and same the value of square root of average variance extracted is larger than below of each item. The value of square root of average variance extracted is larger than the each column to meet Discriminant validity. The above table show the measurement of each item which in between 0.568 to .840, Knowledge Transfer having 0.754, Knowledge Application with 0.723, Knowledge Creation with 0.775, Knowledge Sharing with 0.763, Clan Culture with 0.790, Adhocracy Culture with 0.812, Hierarchy culture with 0.725 and market culture with 0.840, Employee motivation with 0.692 and employee satisfaction with 0.568. The above table shows that the value of each construct is less than 0.85 and the above value of each item is higher than lower so the data of each construct is valid, the result shows data is significant and valid for research.

4.2.4.2 Cross Loading

The second test to examine the Discriminant validity is cross loading of the each item. Cross loading is also calculated through PLS SEM, According to Hair Jr (2016), the value of cross loading items is different with all other items of the model. The value of each item of the variable must be higher against each variable in a row then the data is valid.

Table 4.11: Cross Loading

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
CA1	0.457	0.242	0.172	0.264	0.242	0.277	0.262	0.258	0.113	0.182
CA2	0.791	0.503	0.529	0.744	0.554	0.519	0.608	0.652	0.314	0.581
CA3	0.885	0.737	0.616	0.665	0.698	0.604	0.687	0.690	0.503	0.661
CA4	0.885	0.682	0.566	0.651	0.728	0.659	0.728	0.709	0.467	0.699
CC1	0.582	0.882	0.389	0.442	0.673	0.620	0.664	0.672	0.533	0.600
CC2	0.557	0.868	0.350	0.405	0.590	0.516	0.571	0.591	0.500	0.561
CC3	0.678	0.924	0.466	0.553	0.686	0.671	0.708	0.711	0.599	0.662
CC4	0.761	0.836	0.649	0.680	0.759	0.669	0.752	0.727	0.619	0.737
CH1	0.038	-0.013	0.332	0.194	0.059	-0.005	0.089	0.178	0.135	0.124
CH2	0.426	0.212	0.684	0.466	0.349	0.258	0.349	0.343	0.262	0.300
CH3	0.576	0.527	0.889	0.522	0.603	0.547	0.625	0.622	0.462	0.565
CH4	0.609	0.542	0.869	0.608	0.554	0.508	0.587	0.582	0.507	0.523
CM1	0.686	0.527	0.544	0.876	0.592	0.489	0.588	0.584	0.408	0.555
CM2	0.689	0.557	0.636	0.902	0.612	0.523	0.622	0.609	0.494	0.606
CM3	0.684	0.564	0.563	0.860	0.610	0.537	0.561	0.617	0.434	0.550
CM4	0.719	0.488	0.544	0.905	0.568	0.500	0.605	0.613	0.369	0.581
EM1	0.571	0.581	0.396	0.494	0.763	0.678	0.564	0.520	0.446	0.616
EM2	0.704	0.749	0.553	0.616	0.870	0.766	0.753	0.725	0.597	0.776
EM3	0.558	0.614	0.569	0.586	0.808	0.677	0.632	0.640	0.530	0.616
EM4	0.590	0.656	0.438	0.483	0.805	0.752	0.664	0.621	0.539	0.705
EM5	0.717	0.722	0.575	0.619	0.877	0.786	0.758	0.666	0.554	0.725
EM6	0.527	0.487	0.519	0.507	0.709	0.604	0.475	0.504	0.369	0.578
EM7	0.643	0.576	0.458	0.499	0.842	0.751	0.659	0.594	0.562	0.717
ES1	0.456	0.520	0.342	0.323	0.637	0.836	0.575	0.476	0.320	0.587
ES2	0.505	0.495	0.358	0.404	0.631	0.798	0.579	0.490	0.327	0.596
ES3	0.502	0.551	0.478	0.487	0.715	0.818	0.640	0.581	0.466	0.639
ES4	0.707	0.706	0.515	0.556	0.851	0.869	0.712	0.679	0.539	0.741
ES5	0.685	0.686	0.474	0.572	0.792	0.866	0.734	0.655	0.513	0.726

ES6	0.523	0.548	0.532	0.483	0.702	0.693	0.611	0.574	0.453	0.625
ES7	0.412	0.394	0.287	0.329	0.545	0.731	0.494	0.447	0.268	0.505
KA1	0.570	0.586	0.529	0.564	0.707	0.683	0.791	0.683	0.529	0.689
KA2	0.628	0.606	0.436	0.560	0.619	0.532	0.749	0.645	0.420	0.650
KA3	0.504	0.432	0.403	0.460	0.480	0.473	0.647	0.551	0.318	0.545
KA4	0.677	0.722	0.488	0.553	0.647	0.644	0.776	0.736	0.571	0.732
KA5	0.545	0.545	0.506	0.428	0.575	0.581	0.758	0.684	0.450	0.686
KA6	0.510	0.527	0.461	0.420	0.563	0.563	0.697	0.633	0.444	0.669
KA7	0.467	0.483	0.488	0.408	0.431	0.463	0.637	0.559	0.292	0.470
KA8	0.569	0.535	0.436	0.456	0.563	0.579	0.714	0.642	0.430	0.626
KC1	0.635	0.484	0.571	0.536	0.530	0.466	0.621	0.722	0.382	0.516
KC2	0.432	0.606	0.430	0.379	0.377	0.356	0.576	0.620	0.427	0.481
KC3	0.533	0.486	0.348	0.385	0.446	0.379	0.549	0.691	0.400	0.499
KC4	0.550	0.503	0.433	0.445	0.572	0.532	0.669	0.748	0.465	0.649
KC5	0.580	0.565	0.490	0.490	0.610	0.585	0.656	0.741	0.510	0.590
KC6	0.586	0.595	0.539	0.624	0.609	0.586	0.723	0.754	0.541	0.680
KC7	0.657	0.692	0.468	0.572	0.663	0.654	0.719	0.803	0.628	0.732
KS1	0.340	0.424	0.333	0.301	0.386	0.313	0.447	0.534	0.693	0.419
KS2	0.395	0.458	0.401	0.351	0.527	0.428	0.425	0.480	0.754	0.465
KS3	0.263	0.469	0.360	0.339	0.403	0.302	0.372	0.403	0.729	0.463
KS4	0.548	0.652	0.446	0.491	0.657	0.554	0.638	0.650	0.827	0.652
KS5	0.263	0.441	0.443	0.305	0.425	0.342	0.376	0.439	0.749	0.447
KS6	0.461	0.555	0.409	0.444	0.530	0.476	0.528	0.573	0.853	0.568
KS7	0.248	0.376	0.361	0.275	0.393	0.350	0.368	0.407	0.723	0.374
KT1	0.582	0.628	0.455	0.585	0.756	0.686	0.692	0.695	0.635	0.806
KT2	0.423	0.510	0.291	0.346	0.587	0.566	0.643	0.538	0.432	0.720
KT3	0.475	0.424	0.355	0.350	0.501	0.516	0.629	0.547	0.351	0.703
KT4	0.665	0.549	0.465	0.550	0.636	0.612	0.659	0.635	0.526	0.794
KT5	0.514	0.536	0.466	0.543	0.544	0.528	0.663	0.634	0.430	0.725
KT6	0.629	0.647	0.544	0.493	0.714	0.678	0.703	0.642	0.514	0.773

The above highlighted items shows the value of cross loading against each item of the variable, so the data is clearly presents that all the highlighted values is greater than their respective row so result of cross loading items presents the data is significant valid and good for research study.

4.2.4.3 Heterotrait Monotrait Ratio (HTMT)

The third part of discriminant validity examination is Heterotrait Monotrait Ratio (HTMT), According to Henseler (2015), this method is calculate the correlation among different constructs and identified that the relationship among different constructs in normal and valid for analysis. According to Kline (2015), the value of correlation among constructs must be lower than 0.85 for valid Discriminant validity.

Table 4.12: Heterotrait Monotrait Ratio

	CA	CC	CH	CM	EM	ES	KA	KC	KS	KT
Adhocracy Culture										
Clan culture	0.835									
Hierarchy Culture	0.802	0.565								
Market culture	0.702	0.654	0.774							
Employee Motivation	0.860	0.844	0.694	0.735						
Employee Satisfaction	0.783	0.758	0.591	0.617	0.751					
Knowledge Application	0.812	0.860	0.742	0.751	0.885	0.867				
Knowledge Creation	0.812	0.877	0.768	0.768	0.845	0.779	0.691			
Knowledge Sharing	0.540	0.704	0.604	0.523	0.690	0.558	0.668	0.749		
Knowledge Transfer	0.841	0.823	0.666	0.720	0.745	0.888	0.751	0.812	0.721	

The above table shows that the each value of correlation among all construct is lower than 0.85 so it suggest the data is significantly valid and fulfil the requirement of Discriminant validity so the researcher can use it for further analysis.

4.2.5 Summary of Measurement Model

The below table presents the findings of measurement model, in this analysis the researcher examine the reliability and validity of the data. For this purpose following test use to sure the reliability and validity, Cronbach Alpha, Composite reliability, AVE, Factor loading, Cross loading, Fronell Larker and Heterotrait Monotrait Ratio (HTMT). In literature the criteria is mentioned against this test, after examine all tests this table shows this data is reliable and significantly valid for study analysis.

Table 4.13: Summary of Measurement Model

Measurement Model	Indicators	Criteria	Findings
Reliability and consistency	Cronbach alpha for reliability	Value must be greater than 0.70	Satisfactory against criteria
	Composite for reliability	Value must be greater than 0.70	Satisfactory against criteria
	Average variance extracted	Value must be greater than 0.50	Satisfactory against criteria
Convergent validity	Factor loading	Value must be under or more than 0.70	Satisfactory against criteria
	Average variance extracted	Value must be greater than 0.70	Satisfactory against criteria
Discriminant validity	Cross loadings	Each construct value is higher against row value of each construct	Satisfactory against criteria
	Fornell Larcker	Correlation of each construct is higher in its mentioned column	Satisfactory against criteria
	Heterotrait Monotrait Ratio (HTMT)	The value of each construct must be less than 0.85	Satisfactory against criteria

4.3 Research Model

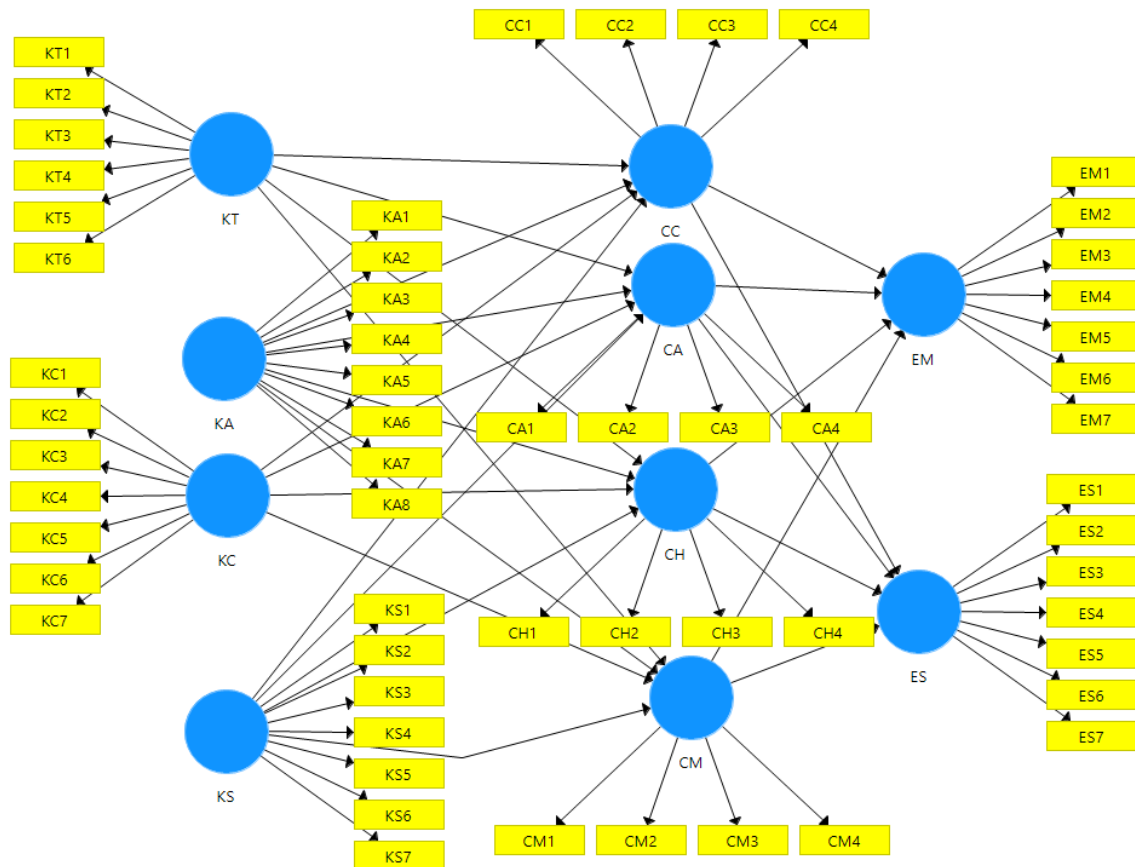


Figure 4.1: Research Model

The above diagram is research model of this study presented through PLS SEM, this study contain ten variable, four independent variables of knowledge management, Knowledge transfer (KT) having six constructs KT1 to KT6, Knowledge application (KA) having eight constructs KA1 to KA8, Knowledge creation (KC) having seven constructs KC1 to KC7, Knowledge sharing (KS) having seven variables KS1 to KS7. There are four variables of organizational culture which is mediate variable, Clan culture (CC) having four constructs CC1 to CC4, Adhocracy culture having four constructs CA1 to CA4, hierarchy culture having four constructs CH1 to CH4, and last market culture having four constructs CM1 to CM4. The dependent variable employee performance has two variable,

employee motivations (EM) having seven constructs EM1 to EM7 and employee satisfaction (ES) having seven constructs ES1 to ES7. The reason of this model is to find the mediation of CVF model of organizational culture between KM practices and performance of employees in banking industry of Pakistan. For this reason PLS SEM is used for further investigation of hypothesis.

4.4 Structural Model

The structural model equation describes the relationship between variables and to test the hypothesis of the research model. In this study mediation test is used for study analysis which the researcher done on PLS AMOS using structural model. Before the mediation analysis the collinearity test needs to be run of each construct. In collinearity analysis multicollinearity test is used for checking the significance.

4.4.1 Collinearity Analysis

According to Hair et al 2016, it is necessary to run collinearity analysis before testing the hypothesis, the VIF value under this test must be less than 5, for this test PLS SEM 3.23 is used.

Table 4.14: Outer VIF Values

	VIF
CA1	1.154
CA2	1.608
CA3	2.360
CA4	2.274
CC1	2.853
CC2	2.927
CC3	3.729
CC4	2.023
CH1	1.075
CH2	1.356

CH3	1.865
CH4	1.773
CM1	2.611
CM2	3.105
CM3	2.295
CM4	3.321
EM1	2.058
EM2	3.183
EM3	2.217
EM4	2.230
EM5	3.488
EM6	1.787
EM7	2.730
ES1	3.246
ES2	4.401
ES3	2.336
ES4	3.223
ES5	3.124
ES6	1.701
ES7	1.997
KA1	2.146
KA2	1.863
KA3	1.860
KA4	1.982
KA5	2.051
KA6	1.760
KA7	1.606
KA8	1.687
KC1	1.651
KC2	1.342
KC3	1.655

KC4	1.964
KC5	1.777
KC6	1.819
KC7	1.998
KS1	1.675
KS2	1.810
KS3	1.817
KS4	2.376
KS5	1.898
KS6	2.797
KS7	1.782
KT1	2.079
KT2	1.728
KT3	1.721
KT4	1.934
KT5	1.563
KT6	1.738

The above table shows the value of VIF is under than 5, so each construct is showing good result for testing hypothesis relationship.

4.4.2 Analysis of R Square

After checking the collinearity test the next step is to analysis of R square and adjusted R square before conducting the mediation analysis. The objective is to conduct R square is to find the strength of the variables. According to Chin (1998) the value of R square is moderate on 0.33 and it is considered as good when it's more than 0.67 while it is considered as week when it is less than 0.19.

Table 4.15: R Square

	R Square	R Square Adjusted
CA	0.698	0.655
CC	0.665	0.662
CH	0.458	0.453
CM	0.494	0.489
EM	0.703	0.700
ES	0.576	0.572

The above table shows the minimum value is 0.458 which is more than moderate level so it means all the values of variable is fit for further analysis.

4.5 Mediation Analysis

In this study the researcher is used mediation to test the entire hypothesis for analysis, According to Preacher & Hayes (2008) the bootstrap techniques are used for mediation analysis. For indirect effect analysis the bootstrapping method is used for mediation analysis, for this purpose the PLS SEM 3.2.3 is used for analysis. All the mediation hypothesis is tested, and analysis of each hypothesis is presented separately.

4.5.1 Mediation Analysis of Knowledge transfer, Organization Culture and Employee Performance

Hypothesis 1: Clan Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.

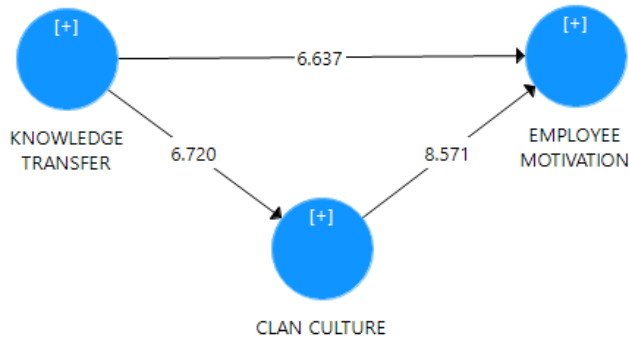


Figure 4.2: Mediation Analysis of KTCCEM

Table 4.16: Mediation Analysis of KTCCEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CC-> EM							
Total indirect	0.307	0.077	8.571	0.000	0.419	0.717	0.52
Total direct	0.283	0.078	6.637	0.000	0.163	0.470	
Total Effects	0.590	0.080	6.720	0.000	0.329	0.644	

The above table shows the finding of mediate effect of Clan Culture between motivation of employees and knowledge transfer, the findings express that clan culture has statistically positive and significant mediate relationship between motivation of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.52, so it shows there is partial mediation between the variables.

Hypothesis 2: Clan Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.

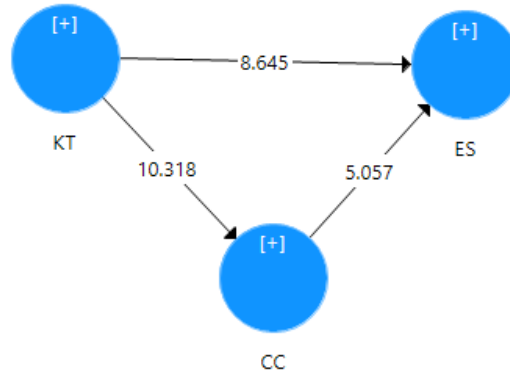


Figure 4.3: Mediation Analysis of KTCCES

Table 4.17: Mediation Analysis of KTCCES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CC -> ES							
Total indirect	0.268	0.053	5.057	0.000	0.167	0.372	0.56
Total direct	0.208	0.057	8.645	0.000	0.372	0.593	
Total Effects	0.476	0.046	10.318	0.000	0.387	0.566	

The above table shows the finding of mediate effect of Clan Culture between satisfaction of employees and knowledge transfer, the findings express that clan culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.56, so it shows there is partial mediation between the variables.

Hypothesis 3: Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.

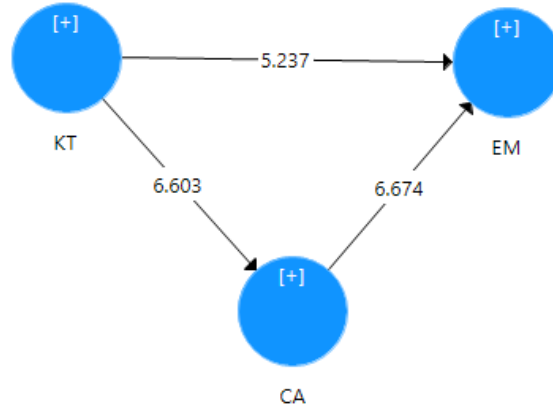


Figure 4.4: Mediation Analysis of KTCAEM

Table 4.18: Mediation Analysis of KTCAEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CA -> EM							
Total indirect	0.478	0.070	6.674	0.000	0.318	0.596	0.84
Total direct	0.094	0.062	5.237	0.000	0.289	0.529	
Total Effects	0.572	0.062	6.603	0.000	0.407	0.289	

The above table shows the finding of mediate effect of adhocracy Culture between motivation of employees and knowledge transfer, the findings express that adhocracy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation

between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.84, so it shows there is full mediation between the variables.

Hypothesis 4: Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.

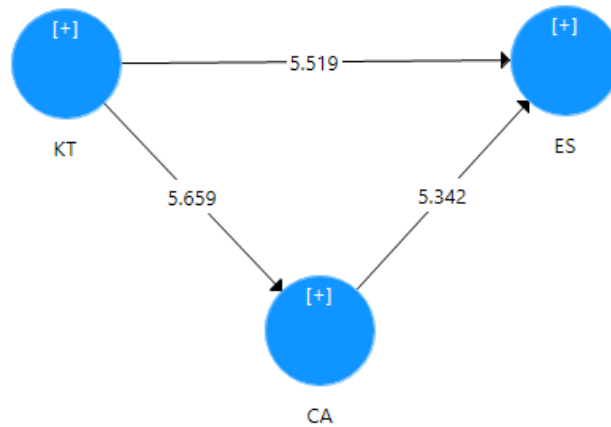


Figure 4.5: Mediation Analysis of KTCAES

Table 4.19: Mediation Analysis of KTCAES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CA -> ES							
Total indirect	0.373	0.078	5.342	0.000	0.256	0.562	0.65
Total direct	0.197	0.066	5.659	0.000	0.233	0.486	
Total Effects	0.570	0.065	5.519	0.000	0.247	0.506	

The above table shows the finding of mediate effect of adhocracy Culture between satisfaction of employees and knowledge transfer, the findings express that adhocracy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF

test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.65, so it shows there is partial mediation between the variables.

Hypothesis 5: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.

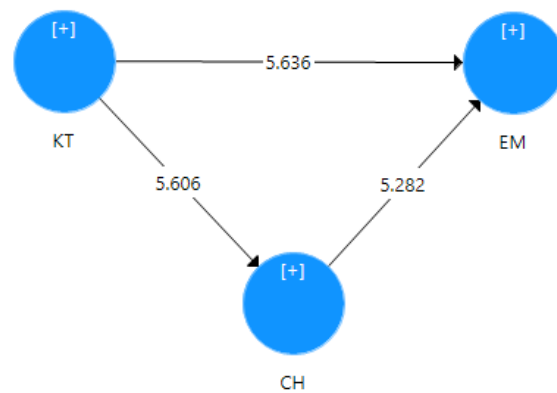


Figure 4.6: Mediation Analysis of KTCHEM

Table 4.20: Statistical Analysis of KTCHEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CH -> EM							
Total indirect	0.212	0.079	5.282	0.000	0.252	0.559	0.44
Total direct	0.269	0.063	5.636	0.000	0.235	0.487	
Total Effects	0.481	0.067	5.606	0.000	0.235	0.487	

The above table shows the finding of mediate effect of Hierarchy Culture between motivation of employees and knowledge transfer, the findings express that Hierarchy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more

than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.44, so it shows there is partial mediation between the variables.

Hypothesis 6: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.

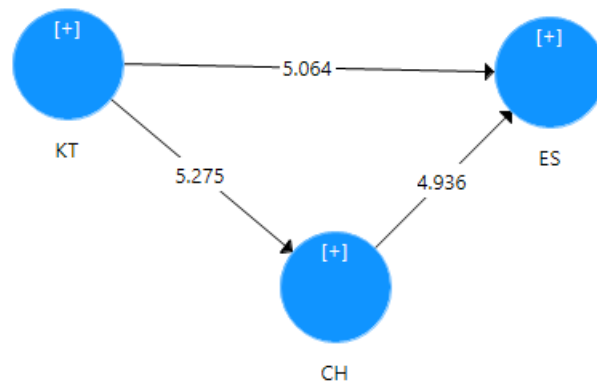


Figure 4.7: Mediation Analysis of KTCHES

Table 4.21: Mediation Analysis of KTCHES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CH -> ES							
Total indirect	0.221	0.085	4.936	0.000	0.247	0.575	0.46
Total direct	0.260	0.069	5.064	0.000	0.216	0.485	
Total Effects	0.481	0.073	5.275	0.000	0.238	0.526	

The above table shows the finding of mediate effect of Hierarchy Culture between satisfaction of employees and knowledge transfer, the findings express that Hierarchy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge

transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.46, so it shows there is partial mediation between the variables.

Hypothesis 7: H7: Market Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.

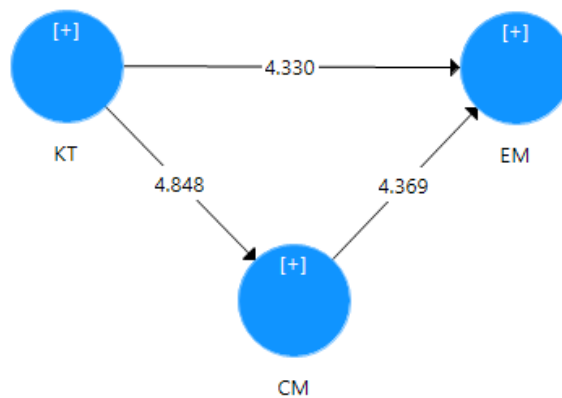


Figure 4.8: Mediation Analysis of KTCMEM

Table 4.22: Mediation Analysis of KTCMEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CM -> EM							
Total indirect	0.131	0.095	4.369	0.000	0.219	0.587	0.32
Total direct	0.284	0.077	4.330	0.000	0.183	0.489	
Total Effects	0.415	0.082	4.848	0.000	0.235	0.554	

The above table shows the finding of mediate effect of market Culture between motivation of employees and knowledge transfer, the findings express that market culture has statistically positive

and significant mediate relationship between motivation of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.32, so it shows there is partial mediation between the variables.

Hypothesis 8: Markets Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.

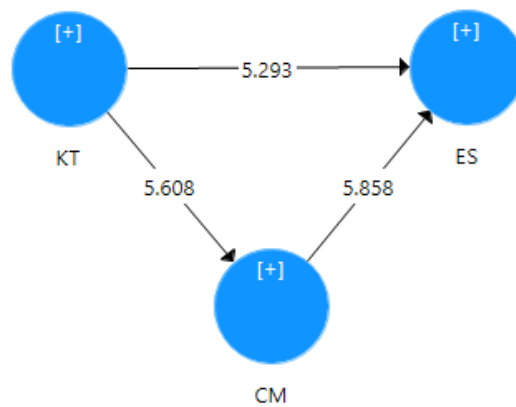


Figure 4.9: Mediation Analysis of KTCMES

Table 4.23: Mediation Analysis of KTCMES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KT -> CM -> ES							
Total indirect	0.221	0.077	5.858	0.000	0.293	0.588	0.50
Total direct	0.221	0.062	5.293	0.000	0.212	0.454	
Total Effects	0.442	0.067	5.608	0.000	0.242	0.510	

The above table shows the finding of mediate effect of market Culture between satisfaction of employees and knowledge transfer, the findings express that market culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.50, so it shows there is partial mediation between the variables.

4.5.2 Mediation Analysis of Knowledge Application, Organization Culture and Employee Performance

Hypothesis 9: Clan Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.

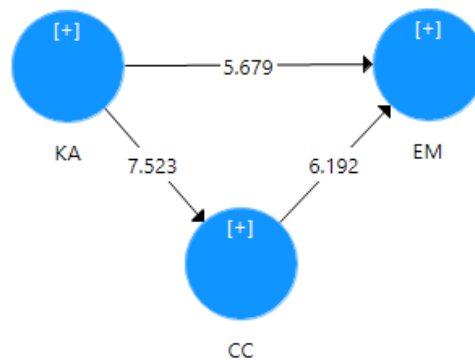


Figure 4.10: Mediation Analysis of KACCEM

Table 4.24: Mediation Analysis of KACCEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CC -> EM							
Total indirect	0.292	0.073	6.192	0.000	0.298	0.582	0.51
Total direct	0.279	0.073	5.679	0.000	0.276	0.559	
Total Effects	0.571	0.063	7.523	0.000	0.355	0.602	

The above table shows the finding of mediate effect of clan culture between motivation of employees and knowledge application, the findings express that clan culture has statistically positive and significant mediate relationship between motivation of employees and knowledge application. According to Joseph F Hair (2016), if the value of P value is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.51, so it shows there is partial mediation between the variables.

Hypothesis 10: Clan Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.

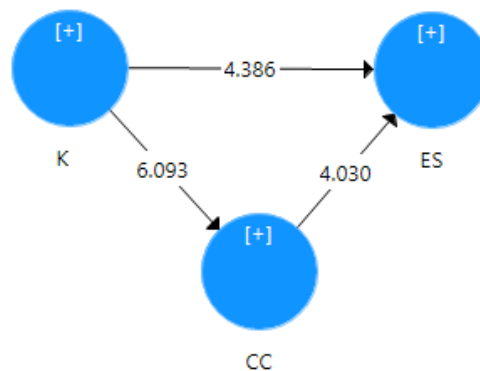


Figure 4.11: Mediation Analysis of KACCES

Table 4.25: Mediation Analysis of KACCES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CC-> ES							
Total indirect	0.200	0.093	4.030	0.000	0.197	0.558	0.44
Total direct	0.259	0.101	4.386	0.000	0.227	0.619	
Total Effects	0.459	0.075	6.093	0.000	0.313	0.606	

The above table shows the finding of mediate effect of clan culture between satisfaction of employees and knowledge application, the findings express that clan culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge application. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.44, so it shows there is partial mediation between the variables.

Hypothesis 11: Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.

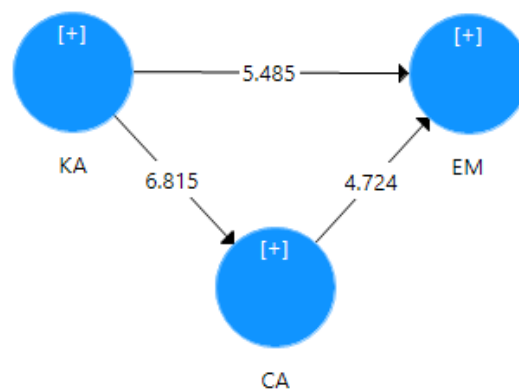


Figure 4.12: Mediation Analysis of KACAEM

Table 4.26: Mediation Analysis of KACAEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CA-> EM							
Total indirect	0.273	0.079	4.724	0.000	0.224	0.526	0.55
Total direct	0.222	0.082	5.485	0.000	0.285	0.601	
Total Effects	0.495	0.073	6.815	0.000	0.346	0.631	

The above table shows the finding of mediate effect of adhocracy culture between motivation of employees and knowledge application, the findings express that adhocracy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge application. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.55, so it shows there is partial mediation between the variables.

Hypothesis 12: Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.

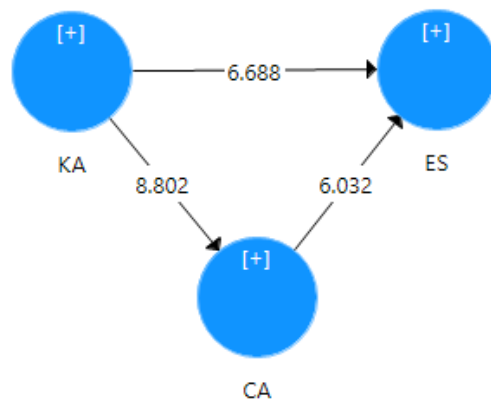


Figure 4.13: Mediation Analysis of KACAES

Table 4.27: Mediation Analysis of KACAES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CA-> ES							
Total indirect	0.316	0.068	6.032	0.000	0.273	0.538	0.63
Total direct	0.183	0.066	6.688	0.000	0.316	0.574	
Total Effects	0.499	0.057	8.802	0.000	0.388	0.607	

The above table shows the finding of mediate effect of adhocracy culture between satisfaction of employees and knowledge application, the findings express that adhocracy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge application. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.63, so it shows there is partial mediation between the variables.

Hypothesis 13: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.

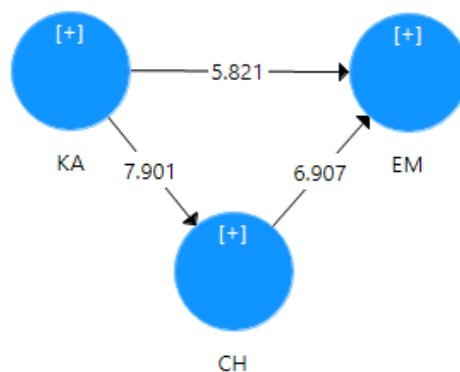


Figure 4.14: Mediation Analysis of KACHEM

Table 4.28: Mediation Analysis of KACHEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CH-> EM							
Total indirect	0.451	0.065	6.907	0.000	0.314	0.569	0.76
Total direct	0.145	0.067	5.821	0.000	0.260	0.522	
Total Effects	0.596	0.059	7.901	0.000	0.353	0.585	

The above table shows the finding of mediate effect of hierarchy culture between motivation of employees and knowledge application, the findings express that hierarchy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge application. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.76, so it shows there is partial mediation between the variables.

Hypothesis 14: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.

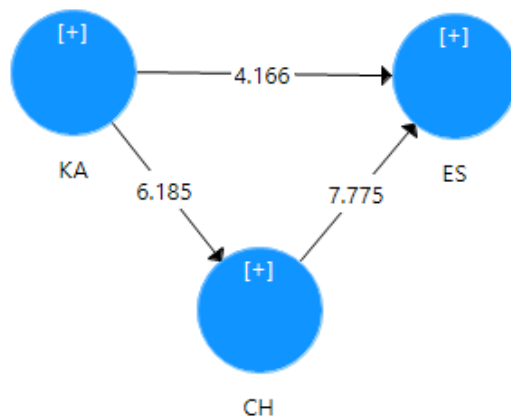


Figure 4.15: Mediation Analysis of KACHES

Table 4.29: Mediation Analysis of KACHES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CH-> ES							
Total indirect	0.451	0.072	7.775	0.000	0.397	0.682	0.80
Total direct	0.111	0.071	4.166	0.000	0.165	0.440	
Total Effects	0.562	0.760	6.185	0.000	0.317	0.619	

The above table shows the finding of mediate effect of hierarchy culture between satisfaction of employees and knowledge application, the findings express that hierarchy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge application. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.80, so it shows there is complete mediation between the variables.

Hypothesis 15: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.

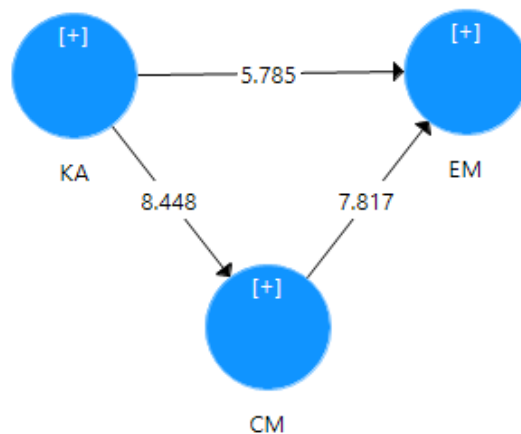


Figure 4.16: Mediation Analysis of KACMEM

Table 4.30: Statistical Analysis of KACMEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CM-> EM							
Total indirect	0.132	0.062	7.817	0.000	0.357	0.599	0.27
Total direct	0.352	0.065	5.785	0.000	0.249	0.502	
Total Effects	0.484	0.055	8.448	0.000	0.356	0.574	

The above table shows the finding of mediate effect of market culture between motivation of employees and knowledge application, the findings express that market culture has statistically positive and significant mediate relationship between motivation of employees and knowledge application. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.27, so it shows there is partial mediation between the variables.

Hypothesis 16: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.

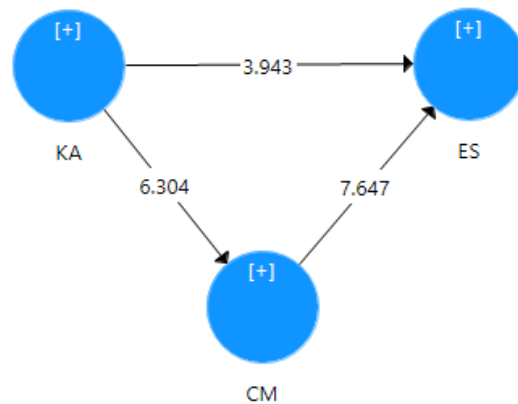


Figure 4.17: Mediation Analysis of KACMES

Table 4.31: Mediation Analysis of KACMES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KA -> CM-> ES							
Total indirect	0.307	0.077	7.712	0.000	0.419	0.717	0.52
Total direct	0.283	0.078	3.935	0.000	0.163	0.470	
Total Effects	0.590	0.080	6.173	0.000	0.329	0.644	

The above table shows the finding of mediate effect of market culture between satisfaction of employees and knowledge application, the findings express that market culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge application. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.52, so it shows there is partial mediation between the variables.

4.5.3 Mediation Analysis of Knowledge Creation, Organization Culture and Employee Performance

Hypothesis 17: Clan Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.

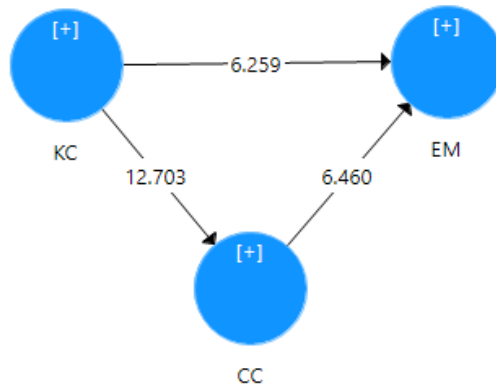


Figure 4.18: Mediation Analysis of KCCCEM

Table 4.32: Mediation Analysis of KCCCEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CC-> EM							
Total indirect	0.307	0.059	6.460	0.000	0.266	0.492	0.56
Total direct	0.246	0.052	6.259	0.000	0.225	0.429	
Total Effects	0.553	0.044	12.703	0.000	0.469	0.640	

The above table shows the finding of mediate effect of clan culture between motivation of employees and knowledge creation, the findings express that clan culture has statistically positive and significant mediate relationship between motivation of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.56, so it shows there is partial mediation between the variables.

Hypothesis 18: Clan Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.

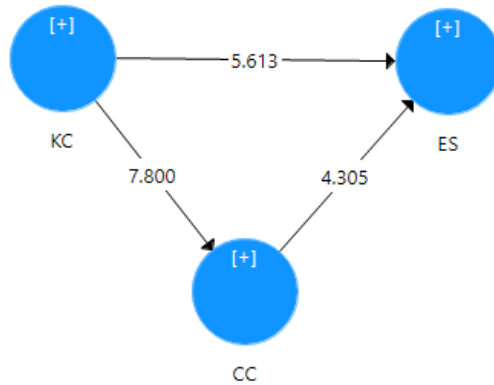


Figure 4.19: Mediation Analysis of KCCES

Table 4.33: Mediation Analysis of KCCES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CC-> ES							
Total indirect	0.307	0.079	4.305	0.000	0.187	0.495	0.67
Total direct	0.151	0.070	5.613	0.000	0.256	0.526	
Total Effects	0.458	0.059	7.800	0.000	0.350	0.583	

The above table shows the finding of mediate effect of clan culture between knowledge creation and employee satisfaction, the findings express that clan culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.67, so it shows there is partial mediation between the variables.

Hypothesis 19: Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.

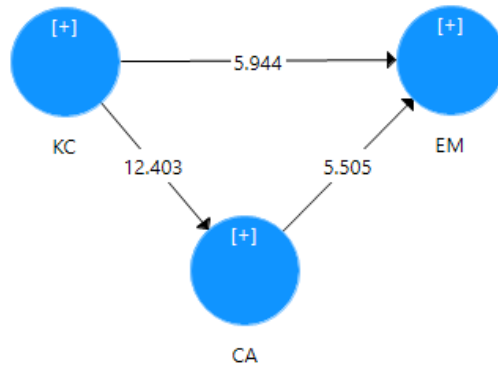


Figure 4.20: Mediation Analysis of KCCAEM

Table 4.34: Mediation Analysis of KCCAEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CA-> EM							
Total indirect	0.357	0.065	5.505	0.000	0.231	0.484	0.63
Total direct	0.212	0.059	5.944	0.000	0.236	0.462	
Total Effects	0.569	0.046	12.403	0.000	0.480	0.658	

The above table shows the finding of mediate effect of adhocracy culture between motivation of employees and knowledge creation, the findings express that adhocracy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.63, so it shows there is partial mediation between the variables.

Hypothesis 20: Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.

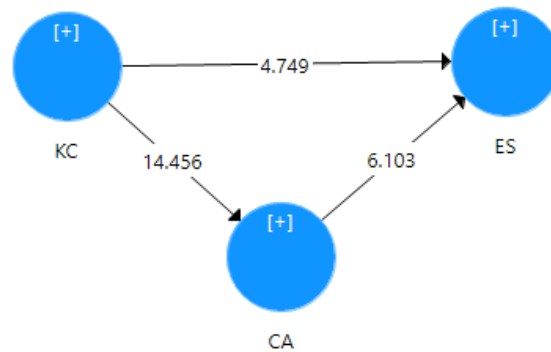


Figure 4.21: Mediation Analysis of KCCAES

Table 4.35: Mediation Analysis of KCCAES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CA-> ES							
Total indirect	0.432	0.071	6.103	0.000	0.297	0.571	0.68
Total direct	0.205	0.061	4.749	0.000	0.172	0.406	
Total Effects	0.637	0.044	14.456	0.000	0.551	0.724	

The above table shows the finding of mediate effect of adhocracy culture between satisfaction of employees and knowledge creation, the findings express that adhocracy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.68, so it shows there is partial mediation between the variables.

Hypothesis 21: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.

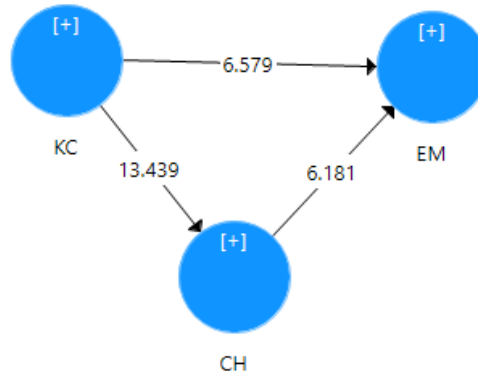


Figure 4.22: Mediation Analysis of KCCHEM

Table 4.36: Mediation Analysis of KCCHEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CH-> EM							
Total indirect	0.194	0.057	6.181	0.000	0.245	0.469	0.34
Total direct	0.374	0.052	6.579	0.000	0.240	0.446	
Total Effects	0.568	0.042	13.439	0.000	0.485	0.650	

The above table shows the finding of mediate effect of hierarchy culture between motivation of employees and knowledge creation, the findings express that hierarchy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.34, so it shows there is partial mediation between the variables.

Hypothesis 22: Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.

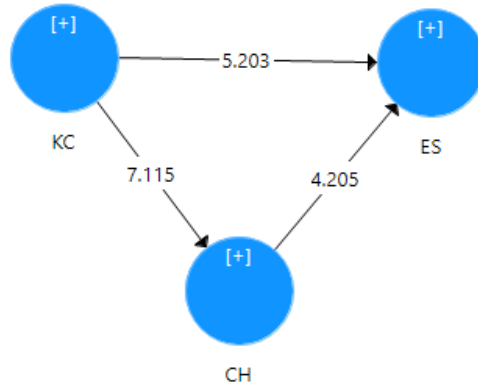


Figure 4.23: Mediation Analysis of KCCHES

Table 4.37: Mediation Analysis of KCCHES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CH-> ES							
Total indirect	0.166	0.082	4.205	0.000	0.184	0.500	0.37
Total direct	0.277	0.072	5.203	0.000	0.233	0.514	
Total Effects	0.443	0.062	7.115	0.000	0.335	0.578	

The above table shows the finding of mediate effect of hierarchy culture between satisfaction of employees and knowledge creation, the findings express that hierarchy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.37, so it shows there is partial mediation between the variables.

Hypothesis 23: Market Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.

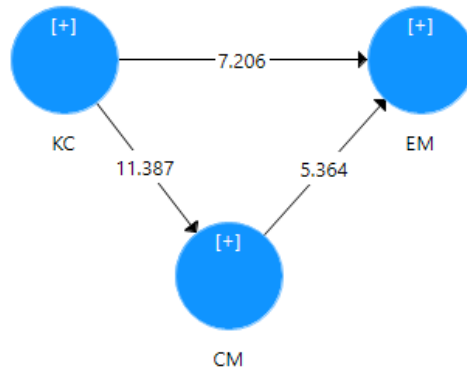


Figure 4.24: Mediation Analysis of KCCMEM

Table 4.38: Mediation Analysis of KCCMEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CM-> EM							
Total indirect	0.204	0.058	5.364	0.000	0.200	0.429	0.39
Total direct	0.323	0.054	7.206	0.000	0.280	0.492	
Total Effects	0.527	0.046	11.387	0.000	0.437	0.617	

The above table shows the finding of mediate effect of market culture between motivation of employees and knowledge creation, the findings express that market culture has statistically positive and significant mediate relationship between motivation of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.39, so it shows there is partial mediation between the variables.

Hypothesis 24: Market Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.

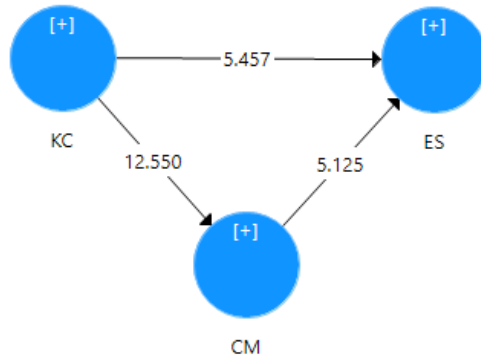


Figure 4.25: Mediation Analysis of KCCMES

Table 4.39: Mediation Analysis of KCCMES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KC -> CM-> ES							
Total indirect	0.487	0.070	5.125	0.000	0.221	0.501	0.82
Total direct	0.107	0.065	5.457	0.000	0.227	0.480	
Total Effects	0.594	0.047	12.550	0.000	0.503	0.689	

The above table shows the finding of mediate effect of market culture between satisfaction of employees and knowledge creation, the findings express that market culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge creation. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.82, so it shows there is full mediation between the variables.

4.5.4 Mediation Analysis of Knowledge Sharing, Organization Culture and Employee Performance

Hypothesis 25: Clan culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.

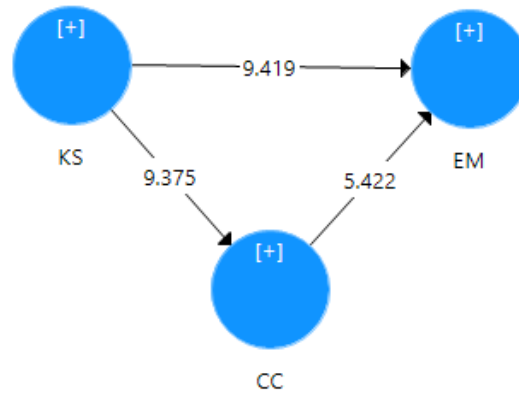


Figure 4.26: Mediation Analysis of KSCCEM

Table 4.40: Mediation Analysis of KSCCEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CC-> EM							
Total indirect	0.486	0.053	5.422	0.000	0.184	0.394	0.82
Total direct	0.108	0.055	9.419	0.000	0.404	0.622	
Total Effects	0.594	0.049	9.375	0.000	0.372	0.562	

The above table shows the finding of mediate effect of clan culture between motivation of employees and knowledge sharing, the findings express that clan culture has statistically positive and significant mediate relationship between motivation of employees and knowledge sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation

between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.82, so it shows there is full mediation between the variables.

Hypothesis 26: Clan culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.

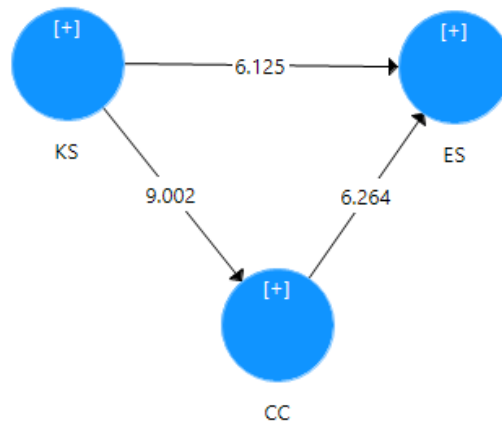


Figure 4.27: Mediation Analysis of KSCCES

Table 4.41: Mediation Analysis of KSCCES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CC-> ES							
Total indirect	0.399	0.058	6.264	0.000	0.252	0.478	0.80
Total direct	0.099	0.069	6.125	0.000	0.280	0.553	
Total Effects	0.498	0.055	9.002	0.000	0.393	0.606	

The above table shows the finding of mediate effect of clan culture between satisfaction of employees and knowledge sharing, the findings express that clan culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is

positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.80, so it shows there is full mediation between the variables.

Hypothesis 27: Adhocracy culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.

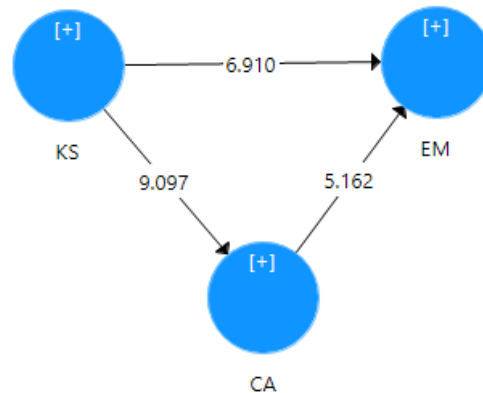


Figure 4.28: Mediation Analysis of KSCAEM

Table 4.42: Mediation Analysis of KSCAEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CA-> EM							
Total indirect	0.321	0.062	5.162	0.000	0.198	0.442	0.65
Total direct	0.172	0.068	6.910	0.000	0.327	0.593	
Total Effects	0.493	0.054	9.097	0.000	0.386	0.600	

The above table shows the finding of mediate effect of adhocracy culture between motivation of employees and knowledge sharing, the findings express that adhocracy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge

sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.65, so it shows there is partial mediation between the variables.

Hypothesis 28: Adhocracy culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.

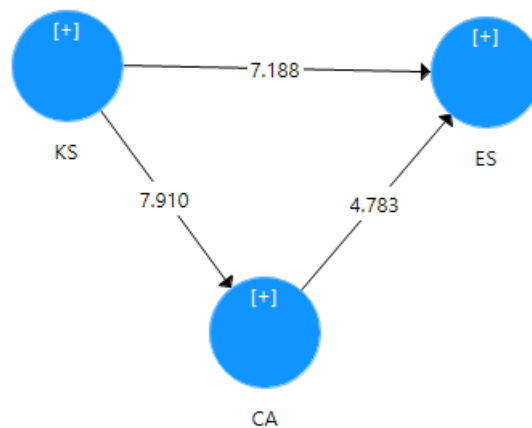


Figure 4.29: Mediation Analysis of KSCAES

Table 4.43: Mediation Analysis of KSCAES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CA-> ES							
Total indirect	0.233	0.064	4.783	0.000	0.182	0.437	0.53
Total direct	0.209	0.065	7.188	0.000	0.332	0.585	
Total Effects	0.442	0.056	7.910	0.000	0.335	0.553	

The above table shows the finding of mediate effect of adhocracy culture between satisfaction of employees and knowledge sharing. The findings express that adhocracy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.53, so it shows there is partial mediation between the variables.

Hypothesis 29: Hierarchy culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.

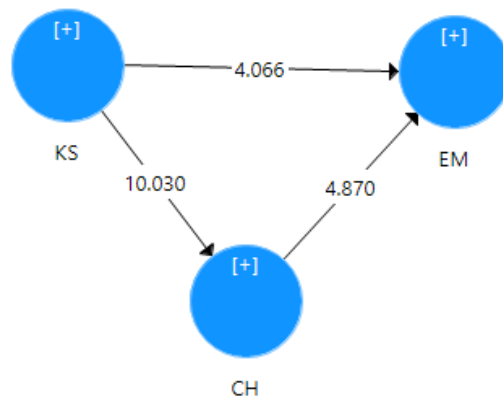


Figure 4.30: Mediation Analysis of KSCHEM

Table 4.44: Mediation Analysis of KSCHEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CH-> EM							
Total indirect	0.193	0.079	4.870	0.000	0.220	0.526	0.44
Total direct	0.249	0.087	4.066	0.000	0.180	0.525	
Total Effects	0.442	0.057	10.030	0.000	0.462	0.685	

The above table shows the finding of mediate effect of hierarchy culture between motivation of employees and knowledge sharing. The findings express that hierarchy culture has statistically positive and significant mediate relationship between motivation of employees and knowledge sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.44, so it shows there is partial mediation between the variables.

Hypothesis 30: Hierarchy culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.

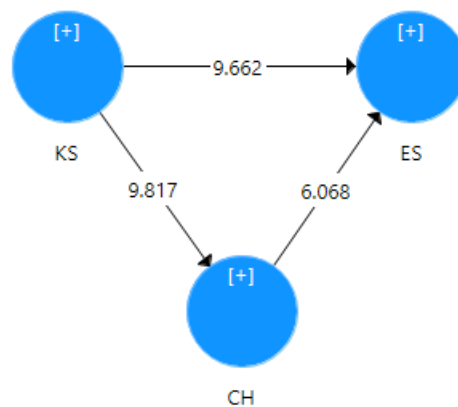


Figure 4.31: Mediation Analysis of KSCHEs

Table 4.45: Mediation Analysis of KSCHEs

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CH-> ES							
Total indirect	0.295	0.049	6.068	0.000	0.200	0.390	0.57
Total direct	0.219	0.053	9.662	0.000	0.403	0.612	
Total Effects	0.514	0.047	9.817	0.000	0.366	0.551	

The above table shows the finding of mediate effect of hierarchy culture between satisfaction of employees and knowledge sharing, the findings express that hierarchy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.57, so it shows there is partial mediation between the variables.

Hypothesis 31: Market culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.

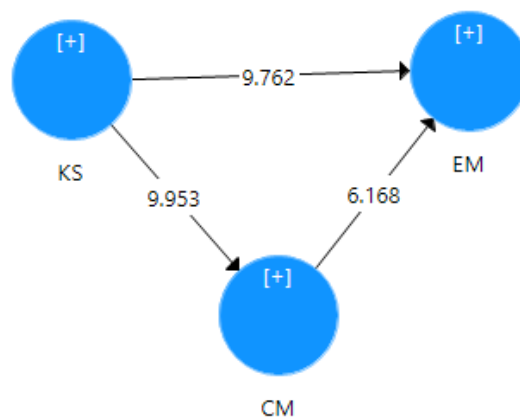


Figure 4.32: Mediation Analysis of KSCMEM

Table 4.46: Mediation Analysis of KSCMEM

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CM-> EM							
Total indirect	0.293	0.048	6.168	0.000	0.202	0.388	0.58
Total direct	0.212	0.052	9.762	0.000	0.397	0.601	
Total Effects	0.505	0.045	9.953	0.000	0.365	0.546	

The above table shows the finding of mediate effect of market culture between motivation of employees and knowledge sharing, the findings express that market culture has statistically positive and significant mediate relationship between motivation of employees and knowledge sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.58, so it shows there is partial mediation between the variables.

Hypothesis 32: Market culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.

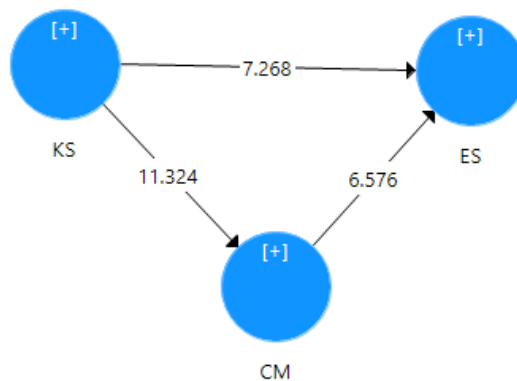


Figure 4.33: Mediation Analysis of KSCMES

Table 4.47: Mediation Analysis of KSCMES

	PC	S.D Error	T Value	P Values	LCI	HCI	VAF (IF/TF)
KS -> CM-> EM							
Total indirect	0.121	0.051	6.532	0.000	0.233	0.434	0.24
Total direct	0.384	0.057	7.191	0.000	0.301	0.526	
Total Effects	0.505	0.044	11.113	0.000	0.399	0.570	

The above table shows the finding of mediate effect of market culture between satisfaction of employees and knowledge sharing, the findings express that market culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge sharing. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 then there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.8 so there is full mediation between the variables and if the value is less than 0.8 then there is partial mediation between the variables. The above table shows the value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.24, so it shows there is partial mediation between the variables.

4.6 Summary of all Hypotheses

The below table is summary of total 32 hypothesis of this study which are tested through AMOS PLS 3.2.3.

No.	Hypotheses Statements	Remarks
H1	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.	Partial Mediation
H2	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.	Partial Mediation
H3	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.	Full Mediation
H4	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.	Partial Mediation
H5	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.	Partial Mediation

H6	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.	Partial Mediation
H7	Market Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee motivation.	Partial Mediation
H8	Market Culture has statistically significant and mediating effect between the relationship of Knowledge transfer and employee satisfaction.	Partial Mediation
H9	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.	Partial Mediation
H10	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.	Partial Mediation
H11	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.	Partial Mediation
H12	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.	Partial Mediation
H13	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.	Partial Mediation
H14	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.	Full Mediation
H15	Market Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee motivation.	Partial Mediation
H16	Market Culture has statistically significant and mediating effect between the relationship of Knowledge application and employee satisfaction.	Partial Mediation
H17	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.	Partial Mediation
H18	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.	Partial Mediation
H19	Adhocracy Culture has statistically significant and	Partial

	mediating effect between the relationship of Knowledge creation and employee motivation.	Mediation
H20	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.	Partial Mediation
H21	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.	Partial Mediation
H22	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.	Partial Mediation
H23	Market Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee motivation.	Partial Mediation
H24	Market Culture has statistically significant and mediating effect between the relationship of Knowledge creation and employee satisfaction.	Full Mediation
H25	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.	Full Mediation
H26	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.	Full Mediation
H27	Clan Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.	Partial Mediation
H28	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.	Partial Mediation
H29	Adhocracy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.	Partial Mediation
H30	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee motivation.	Partial Mediation
H31	Hierarchy Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and employee satisfaction.	Partial Mediation
	Market Culture has statistically significant and mediating effect between the relationship of Knowledge sharing and	Partial Mediation

H32	employee motivation.	
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4.7 Chapter Summary

This chapter contains the interpretation of data analysis, the first part of this chapter is discussing the primary case analysis and the demographic of the respondents, the summary of each variable is calculated through descriptive analysis. The mean, standard deviation, and the reliability of each constructed is calculated in this chapter. The first part of the chapter is analysis through SPSS 25. The result of the all findings presents in the above tables and result are satisfactory. The second part of this chapter is analyzed through PLS SEM 3.23. Further the reliability and validity of the data will be analyzed through SMART PLS. The measurement model, structural model of mediate hypothesis testing is analyzed through SMART PLS 3.23. The summary of the hypothesis is presented above tables, the total 32 hypotheses are used in this study in which 27 found partial mediation and 5 are found fully mediation.

CHAPTER FIVE: DISCUSSION

Knowledge Management (KM) has advanced from a rising idea to an inexorably regular capacity in business associations. It is an open mystery that banking has changed over into the matter of data from the financial matters (Dzinkowski, 2019). The information-based hypothesis of the association expresses that extreme intensity does not get through the making of new learning instead of the application and sharing of the information (Akran and Hilman, 2018) and positive organizational culture (Rabelo, Oliveira, and Viena, 2015). The primary target of this examination is to direct quantitative research to have the option to make a more extensive arrangement of proof with respect to the connection among KM and authoritative execution having hierarchical culture as interceding factor and impact of employee performance. This research is conducted on employees of banking industry of Pakistan, in this research KM practices takes as independent variable which has four dimensions (Knowledge Transfer, Knowledge Application, Knowledge Creation and Knowledge Sharing) and mediate as organization culture which has four dimensions (Clan, Adhocracy, Hierarchy and Market culture) and the dependent variable as employee performance which has two dimensions (employee motivation and employee satisfaction). The present research will survey the impact of KM practices on performance of employees will be checked through the interceding impact of organizational culture following the CVF hypothesis. The finding of this mediating hypothesis is presented in last chapter and in this section the investigator is talk about the findings and the interpretation of the results.

This chapter is alienated into five major parts. The first section discusses the results and interpretation of KM practices, clan culture and performance of employees. The second section discusses the results and interpretation of Knowledge management practices, adhocracy culture and employee performance. The third section discusses the results and interpretation of KM practices, hierarchy culture and performance of employees. The first section discusses the results and interpretation of Knowledge management practices, market culture and employee performance. The last section discusses the conclusion of overall findings and chapter summary.

5.1 Knowledge Management Practices, Clan Culture and Employee Performance

In this research the KM practices use as independent variable which has four dimension: Knowledge transfer, Knowledge Application, Knowledge Creation and knowledge sharing and performance of employees use as dependent variable which has two dimensions: employee motivation and employee satisfaction and mediate variable is organization culture. In this section only one dimensions Clan culture is discussed. Results and findings of Clan culture mediation between KM practices and performance of employees is discusses in this chapter in detail. The total eight hypotheses are developed under this section and the findings are as below.

The hypothesis is developed to find mediate effect of Clan Culture between motivation of employees and knowledge transfer, the conclusion express that clan culture has statistically significant and positive mediate relationship between motivation of employees and knowledge transfer. According to Joseph F Hair (2016), if the value of P is less than 0.05 and value of T is more than 2 than there is positive relationship between the variable, the mediation identifies through VAF test, the VAF is equal to indirect effect divided by total effect and if value is larger than 0.80 so there is full mediation between the variables and if the value is less than 0.8 than there is partial mediation between the variables. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.52, so it shows there is partial mediation between the variables. So the finding express that with the implementation of knowledge management practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the employee motivation. The finding of this is same in some past studies which conducted on KM practices, performance of employees and organization culture. According to Abualoush, S. H., Obeidat, A. M., Tarhini, A., Masa'deh, R. E., & Al-Badi, A. (2018) with implementation of knowledge management practices the employee performance enhances. According to saeed saidgi (2017) the clan culture has significant relationship with performance of employees.

The next hypothesis is developed to find mediate effect of Clan Culture between satisfaction of employees and knowledge transfer, the findings express that clan culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge transfer. The

value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.56, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking sector of Pakistan and with the mediation role of clan culture so it can be enhance the employee satisfaction. The finding of this is same in some past studies which conducted on KM practices, performance of employees and organization culture. According to saeed saidgi, (2017) the clan culture has direct relationship with satisfaction of employees. According to Dzinkowski (2019) the knowledge transfer has direct impact on employee satisfaction. Akram, K., & Hilman, H. (2018) conducted his study on banking sector and found positive relation with knowledge transfer and performance of employees.

The next hypothesis is developed to find mediate effect of Clan Culture between motivation of employees and knowledge application, the findings express that clan culture has statistically significant and positive mediate relationship between motivation of employees and knowledge application. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.51, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the motivation of employees. The finding of this is same in some past studies which conducted on KM practices, performance of employees and organization culture. Alharbi, M. F. (2012) found in his study the organization culture has mediate effect between KM practices and performance. Aledwan, B. (2014) conduct his study on banking sectore and found mediation of organization culture for employee motivation.

The next hypothesis is developed to find mediate effect of Clan Culture between satisfaction of employees and knowledge application, the findings express that clan culture has statistically significant and positive mediate relationship between knowledge application and satisfaction of employees. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.44, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the satisfaction of employees. The finding of this is same in some past studies which conducted on KM practices, performance of employees and organization culture. Boumarafi, B., & Jabnoun, N. (2008) conduct his study in UAE on Knowledge management and

performance with mediation of organization culture and found the direct mediation effect. de Waal, A., & Frijns, M. (2016) found direct and statistically mediate relationship between KM practices, performance and culture.

The next hypothesis is developed to find mediate effect of Clan Culture between motivation of employees and knowledge creation, the findings express that clan culture has statistically significant and positive mediate relationship between motivation of employees and knowledge creation. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.56, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the motivation of employees. The finding of this is same in some past studies which conducted on KM practices, employee performance and organization culture. Aktaş, E., Çiçek, I., & Kiyak, M. (2011) found in his study the clan culture has direct relation with employee performance. Alharbi, M. F. (2012) conduct his study on hospitals in Saudi Arabia and found mediate relationship of clan culture between KM practices and performance.

The next hypothesis is developed to find mediate effect of Clan Culture between satisfaction of employees and knowledge creation, the findings express that clan culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge creation. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.67, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the employee satisfaction. The finding of this is same in some past studies which conducted on KM practices, employee performance and organization culture. Aledwan, B. (2014) conduct his study on financial institution and found knowledge creation has positive and direct relation with employee performance. The Saeed Saidgi (2017) conduct his study on organization culture and performance and find positive and direct relationship.

The next hypothesis is developed to find mediate effect of Clan Culture between motivation of employees and knowledge sharing, the findings express that clan culture has statistically significant and positive mediate relationship between motivation of employees and knowledge sharing. The value

of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.82, so it shows there is full mediation between the variables. So, the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the motivation of employees. The finding of this is same in some past studies which conducted on KM practices, employee performance and organization culture. North & Kumta (2018) found in his study for better employee performance the firms need to enhance the knowledge sharing practices. Bavik, Tang & Shao (2018) found that knowledge sharing has positive impact on employee motivation with mediation role of organization culture factors.

The next hypothesis is developed to find mediate effect of Clan Culture between satisfaction of employees and knowledge creation, the findings express that clan culture has statistically significant and positive mediate relationship between knowledge sharing and employee satisfaction. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.80, so it shows there is full mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the satisfaction of employees. The finding of this is same in some past studies which conducted on KM practices, employee performance and organization culture. Oluwafemi et al., (2019) conduct his study on banking sector and found knowledge sharing is the best tool to enhance the employee satisfaction if the organization culture is motivated. Mesadeh & Obeidat & Tarhini, (2016) the performance is measured through satisfaction and knowledge sharing is the best tool to enhance the employee satisfaction.

5.2 Knowledge Management Practices, Adhocracy Culture and Employee Performance

The hypothesis is developed to find mediate effect of Adhocracy Culture between motivation of employees and knowledge transfer, the findings express that adhocracy culture has statistically significant and positive mediate relationship between employee's motivation and knowledge transfer. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.84, so it shows there is full mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of adhocracy culture so it

can be enhance the employee motivation. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. de Waal & Frijns (2016) done his study in UAE on knowlgedge management practices and performance and found that adhocracy culuture has mediate effect between KM practices and employee motivation. De Vries, Bekkers, & Tummers (2016). Conduct research on future research of management and found KM practices is best toolto enhance employee motivation.

The next hypothesis is developed to find mediate effect of Adhocracy Culture between satisfaction of employees and knowledge transfer, the findings express that Adhocracy culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge transfer. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.65, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of Adhocracy culture so it can be enhance the employee satisfaction. The finding of this is same in some past studies which conducted on KM practices, performance of employees and organization culture. Saeed Saidgi (2017) conducts his study on organization culture and performance and found positive relationship between them. Erwin, & Garman (2010) conduct his study on orgnaization culture and found organization culture can be enhance with the implementations of KM practices.

The next hypothesis is developed to find mediate effect of Adhocracy Culture between motivation of employees and knowledge application, the conclusion express that Adhocracy culture has statistically significant and positive mediate relationship between motivation of employees and knowledge application. The P value is equal to 0.00 and T value is larger than 2 and value of VAF is 0.55, so it shows there is partial mediation between the variables. So the finding express that with the implementation of knowledge management practices on banking industry of Pakistan and with the mediation role of Adhocracy culture so it can be enhance the employee motivation. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Franco, Lucianetti, & Bourne (2012) conduct a detailed study on organization culture deminsions and their impact on employee performance and found positive relationship. Imran, Ilyas, Aslam, and Fatima (2018) conduct study on performance of education sectors and they found employee creativity enhance with the implementation of knowledge process.

The next hypothesis is developed to find mediate effect of Adhocracy Culture between satisfaction of employees and knowledge application, the findings express that Adhocracy culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge application. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.63, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of Adhocracy culture so it can be enhance the employee satisfaction. The finding of this is same in some past studies which conducted on KM practices, performance of employees and organization culture. Goel, U., & Manrai, R. (2016, March) conduct his study on banking sector and found with the augmentation of knowledge economy the performance of employees are also enhanced and if the organization culture is also adaptive. Bavik, Tang and Shao (2018) found positive relationship between satisfaction of employees and knowledge application.

The next hypothesis is developed to find mediate effect of Adhocracy Culture between motivation of employees and knowledge creation, the findings express that Adhocracy culture has statistically significant and positive mediate relationship between motivation of employees and knowledge creation. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.63, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of Adhocracy culture so it can be enhance the employee motivation. Heisig (2009) had outlined and examined about 160 frameworks of KM practices and analyzed demonstrated that the majority types of KM practices are illustrious, make, store, share, and create learning have positive relation with employee motivation. Wiig (2016) suggested that KM practices is a gathering of clearly defined procedure or techniques used to look through significant information among different culture that enhance the board tasks.

The next hypothesis is developed to find mediate effect of Adhocracy Culture between satisfaction of employees and knowledge creation, the findings express that Adhocracy culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge creation. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.68, so it shows there is partial mediation between the variables. So, the finding expresses that with

the implementation of KM practices on banking industry of Pakistan and with the mediation role of adhocracy culture so it can be enhance the employee satisfaction. Arthur Anderson Business Consulting (2009) believed that employees and innovatee culture are the greatest empowering agents of management execution. Swart et al.(2016) employee satisfaction done because of knowledge creation preparing program which improve employees inspiration and their working ability. The company increases the creative activities, the employee will happier, so it increases the firm profit and efficiency. (Champathes, 2006).

The next hypothesis is developed to find mediate effect of adhocracy Culture between motivation of employees and knowledge sharing, the conclusion expresses that adhocracy culture has statistically significant and positive mediate relationship between motivation of employees and knowledge sharing. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.65, so it shows there is partial mediation between the variables. So, the finding expresses that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the employee motivation. Gillani, S. M. F., Iqbal, S., Akram, S., & Rasheed, M. (2018) conduct his study on knowledge sharing behavior of employees and impact on performance and they found the positive relationship between them.

The next hypothesis is developed to find mediate effect of adhocracy Culture between satisfaction of employees and knowledge creation, the findings express that adhocracy culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge sharing. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.53, so it shows there is partial mediation between the variables. So, the finding expresses that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of adhocracy culture so it can be enhance the employee satisfaction. Literature review on different studies that are focused on KM practices issues related to their employee performance (Yang, Cai, Zhoe, and Zhou, 2005). There are a couple of examinations in the KM practices, for instance, Chung and Lee (2007), Liu and Tsai (2007), Jiang and Liab(2008), Tiwana (2004) and Norman (2002) that have analyzed the impact of KM practices with mediate organization culture, and found just as favorable circumstances scales.

5.3 Knowledge Management Practices, Hierarchy Culture and Employee Performance

The hypothesis is developed to find mediate effect of hierarchy Culture between motivation of employees and knowledge transfer, the findings express that hierarchy culture has statistically significant and positive mediate relationship between motivation of employees and knowledge transfer. The P value is equal to 0.00 and T value is larger than 2 and value of VAF is 0.44, so it shows there is partial mediation between the variables. So the finding express that with the implementation of knowledge management practices on banking industry of Pakistan and with the mediation role of clan culture so it can be enhance the employee motivation and employee satisfaction. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Turyasingura, W., (2011) conduct his study on Knowledge transfer and employee motivation and found positive relationship between them. Saeed saidgi 2017, conduct his study on organization culture and employee performance and found direct relation between hierarchy culture and employee motivation.

The next hypothesis is developed to find mediate effect of hierarchy Culture between satisfaction of employees and knowledge transfer, the findings express that hierarchy culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge transfer. The P value is equal to 0.00 and T value is larger than 2 and value of VAF is 0.46, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of hierarchy culture so it can be enhance the satisfaction of employees. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Herningsih, A. Y., Gani, A., & Mardiyono, S. (2013) conduct his study on organization culture and performance of employees and found direct relation between them. Turyasingura, W., (2011) conduct his study on Knowledge transfer and employee satisfaction and found positive relationship between them.

The next hypothesis is developed to find mediate effect of hierarchy Culture between motivation of employees and knowledge application, the findings express that hierarchy culture has

statistically significant and positive mediate relationship between motivation of employees and knowledge application. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.76, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of hierarchy culture so it can be enhance the motivation of employees. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Iqbal, N., Anwar, S., & Haider, N. (2015) conduct his study on leadership and employee performance and found that in hierarchy culture the leader dilever the knowledge to employees so it enhance the performance of employees.

The next hypothesis is developed to find mediate effect of hierarchy Culture between satisfaction of employees and knowledge application, the findings express that hierarchy culture has significant and positive mediate relationship between satisfaction of employees and knowledge application. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.80, so it shows there is full mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of hierarchy culture so it can be enhance the employee satisfaction. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Saeed Saidgi (2017) found positive relationship between hierarchy culture and employee satisfaction. Lasrado, F., & Uzbeck, C. (2017) conduct his study on business performance of employees and found with hierarchy culture the employee perfomance can enhance.

The next hypothesis is developed to find mediate effect of hierarchy Culture between motivation of employees and knowledge creation, the conclusion express that hierarchy culture has statistically significant and positive mediate relationship between motivation of employees and knowledge creation. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.34, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of hierarchy culture so it can be enhance the employee motivation. Turyasingura, W., (2011) conduct his study on Knowledge creation and employee satisfaction and found positive relationship between them.

Cameron and Quinn 1983 found organization culture dimensions and saeed saidgi (2017) found positive relation between motivation of employees and knowledge creation.

The next hypothesis is developed to find mediate effect of hierarchy Culture between satisfaction of employees and knowledge creation, the findings express that hierarchy culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge creation. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.37, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of hierarchy culture so it can be enhance the employee satisfaction. Lisbijanto, H. Budiyo (2014) conduct study on employee satisfaction and found with the creation of knowledge employee staisfaction can be enhanced.

The next hypothesis is developed to find mediate effect of hierarchy Culture between motivation of employees and knowledge sharing, the findings express that hierarchy culture has statistically significant mediate relationship between motivation of employees and knowledge sharing. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.44, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of hierarchy culture so it can be enhance the employee motivation. Dalta, Hala, Alcha(2018) conduct his study on Knowledge sharing and found positive relation between knowledge sharing and motivation of employees. Shafizal Mat Loughborough (2016) found positive relation between hierarchy culture and motivation of employees.

The next hypothesis is developed to find mediate effect of hierarchy Culture between knowledge sharing and employee satisfaction, the findings express that hierarchy culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge sharing. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.57, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of hierarchy culture so it can be enhance the employee satisfaction. Gillani, S. M. F., Iqbal, S., Akram, S.,

& Rasheed, M. (2018) conduct his study on knowledge sharing behavior of employees and impact on performance and they found the positive relationship between them.

5.4 Knowledge Management Practices, Market Culture and Employee Performance

The hypothesis is developed to find mediate effect of market Culture between motivation of employees and knowledge transfer, the findings express that market culture has statistically significant and positive and mediate relationship between motivation of employees and knowledge transfer. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.32, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of market culture so it can be enhance the employee motivation and employee satisfaction. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Turyasingura, W., (2011) conduct his study on KM transfer and employee motivation and found positive relationship between them. Saeed saidgi 2017, conduct his study on culture and performance of employees and found direct relation between hierarchy culture and employee motivation.

The next hypothesis is developed to find mediate effect of market Culture between knowledge transfer and employee satisfaction, the findings express that market culture has statistically positive and significant mediate relationship between satisfaction of employees and knowledge transfer. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.50, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of market culture so it can be enhance the employee satisfaction. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Li, S., Ragu-Nathan, B., Ragu-Nathan, T., & Subba Rao, S. (2006) conduct study on KM practice and employee satisfaction, they found market culture mediate between both of them.

The next hypothesis is developed to find mediate effect of market Culture between motivation of employees and knowledge application, the findings express that market culture has statistically significant and positive mediate relationship between motivation of employees and knowledge application. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.27, so it shows there is partial mediation between the variables. So the finding express that with the implementation of knowledge management practices on banking sector of Pakistan and with the mediation role of market culture so it can be enhance the employee motivation. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Alharbi, M. F. (2012) found in his study the organization culture has mediate effect between KM practices and performance. Aledwan, B. (2014) conduct his study on banking sectore and found mediation of organization culture for employee motivation.

The next hypothesis is developed to find mediate effect of market Culture between knowledge application and employee satisfaction, the findings express that market culture has statistically significant and positive mediate relationship between knowledge application and employee satisfaction. The Value of P is equal to 0.00 and Value of T is larger than 2 and value of VAF is 0.52, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of market culture so it can be enhance the employee satisfaction. The finding of this is same in some past studies which conducted on knowledge management practices, employee performance and organization culture. Alharbi, M. F. (2012) found in his study the organization culture has mediate effect between KM practices and performance. Aledwan, B. (2014) conduct his study on banking sectore and found mediation of organization culture for employee motivation.

The next hypothesis is developed to find mediate effect of market Culture between motivation of employees and knowledge creation, the conclusion express that market culture has statistically significant and positive mediate relationship between knowledge creation and employee motivation. The value of P is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.39, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices on banking industry of Pakistan and with the mediation role of market culture so it can be enhance the employee motivation. Arthur Anderson Business Consulting (2009) accepted that

people, corporate culture and data innovation are the greatest empowering agents of knowledge management execution, knowledge creation is the reason to motivate the employees. Swart et al.(2016) employee performance execution happen simply because of good quality knowledge creation preparing program that prompts worker inspiration and their needs fulfilment. More the created workers, more they are happy with their activity, henceforth expanding the firm efficiency and gainfulness. (Champathes, 2006).

The next hypothesis is developed to find mediate effect of market Culture between satisfaction of employee and knowledge creation, the conclusion express that market culture has statistically significant and positive mediate relationship between satisfaction of employees and knowledge creation. The value of p is equal to 0.00 and value of T is larger than 2 and value of VAF is 0.82, so it shows there is full mediation between the variables. So the finding express that with the implementation of KM practices on banking segment of Pakistan and with the mediation role of market culture so it can be enhance the employee satisfaction. Swart et al.(2016) employee performance is excellent due to good quality and knowledge creation programs gives the inspiration to employees for their need fulfillment. As the workers are more created, they are happier with their activities and firm efficiency improved and they earn more. (Champathes, 2006).

The next hypothesis is developed to find mediate effect of market Culture between knowledge sharing and employee motivation, the findings express that market culture has statistically positive and significant mediate relationship between knowledge sharing and employee motivation. The P value is equal to 0.00 and T value is larger than 2 and value of VAF is 0.58, so it shows there is partial mediation between the variables. So the finding express that with the implementation of knowledge management practices on banking sector of Pakistan and with the mediation role of market culture so it can be enhance the employee motivation. Gillani, S. M. F., Iqbal, S., Akram, S., & Rasheed, M. (2018) conduct his study on knowledge sharing behavior of employees and impact on performance and they found the positive relationship between them.

The next hypothesis is developed to find mediate effect of market Culture between knowledge creation and satisfaction of employees, the findings express that market culture has statistically significant mediation between employee satisfaction and knowledge creation. The Value of P is equal

to 0.00 and value of T is bigger than 2 and value of VAF is 0.24, so it shows there is partial mediation between the variables. So the finding express that with the implementation of KM practices in banking industry of Pakistan and with the mediation role of market culture so it can be enhance the employee satisfaction. Dalta, Hala, Alcha (2018) conduct his study on Knowledge sharing and establish positive connection between knowledge sharing and employee motivation. Shafizal Mat Loughborough (2016) establishes constructive connection between market culture and employee satisfaction. saeed saidgi (2017) establish constructive connection between knowledge sharing and employee satisfaction.

5.5 Chapter Summary

This chapter contains the summary of discussion on findings of last chapter with detail. The first section consists on the findings of KM practices, clan culture and performance of employees. The details results are discuss and the previous supporting studies are also mentioned. The finding tells clan culture has mediate role between KM practices and performance of employees. The second section contains the findings of KM practices, adhocracy culture and performance of employees and the previous studies which support the finds are also discussed under this part. The finding tells adhocracy culture has mediate role between KM practices and performance of employees. The third sections contains the findings of KM practices, hierarchy culture and performance of employees, all the findings and supporting literature are also discussed under this part. The finding tells hierarchy culture has mediate role between knowledge management practices and employee performance. The last section discuss the market culture and mediating role with KM practices and performance of employees and similarly the finding of previous studies which support this study are also discussed under this chapter. The finding tells market culture has mediate role between KM practices and performance of employees.

CHAPTER SIX: CONCLUSION

6.1 Conclusion

This chapter discusses the conclusion, recommendations, implications, limitations and future research. This chapter consists of five sections, section 1 contains the summary of the findings, section 2 consists of the theoretical implications of the study, section 3 consists of practical implications of the study, section 4 consists of limitations and future research and section 5 consists of concluding remarks.

In the past investigations conducted in Korea and Pakistan, Choi, B. (2015) and also in Pakistan Saeed, Lodhi, and Iqbal, (2014) and Damascus Al-Faris, Suleiman, (2010), there was no writing that showed the examination demonstrating the connection between Knowledge the board and worker execution utilizing the example of representative especially in the banking industry in Pakistan. This is the first study conducted on employees in the banking sector of Pakistan, the objective of this research is to find the connection between the KM practices and performance of the employees with the mediating role of organization culture. This identifies that there is some research gap that exists for future investigations. To begin with, there are limited examinations on the collision of information from the board on worker execution, henceforth the necessity for auxiliary research to approve their connection. Also, this subject is under-inquired about as for Pakistan and its budgetary segment. An exhaustive quest for pertinent investigations both in Pakistan and globally required the requirement for this exploration. Hence, to investigate this gap this research looks at the impact of KM practices on the performance of employees with mediation of culture prevailing in the banking sector of Pakistan.

This study investigates how organization culture dimensions (i.e. Clan culture, adhocracy culture, hierarchy culture and market culture) mediate the relationship between KM practices (i.e. knowledge sharing, Knowledge creation, Knowledge transfer, and Knowledge application) and employee performance (i.e. Employee motivation and employee satisfaction). The analysis of the study is presented in chapter 4 and the discussion on the analysis is discussed in chapter 5. The results explain that there is positive and direct mediation of organization culture (clan, adhocracy, hierarchy, market culture) between KM practices (knowledge transfer, knowledge application, knowledge creation and

knowledge sharing) and employee performance (employee motivation and satisfaction). All the mediation shows positive and direct relationship between the KM practices and performance of employees. KM practices is known to have gotten a significant measure of research enthusiasm crosswise over various culture criteria Goh, A. (2016), Groff and Jones(2013), Gourlay, (2014). Giovanni (2012), Garud, and Kumaraswamy,(2016), Fahey, Srrivastava, Sharon, and Smith, (2014), Emadzade, Mashayekhi, and Abdar, (2012), Davenport, and Prusak, L (2008), Darr. also, Kurtz erg, (2012) Bose, R. (2016) Bock. and Gulkim, (2015)". Past examinations that endeavored to research on the impact of KM practices the board on representative presentation incorporate culture, Damascus University (2010).

Futrther Remaining Competitive Leng, and Shepherdson, (2012), are knowledge management practices, procedures, Lee and Choi, (2013), the frame of mind Liaw, Chen, G., and Huang, (2008). Value creation Kodama, (2016), Knowledge sharing Hansen, mors& Lovas (2016), Bhatti, and Qureshi, (2007), Al-Faris, Suliman, (2010) found positive relation between KM practices and performance of employees. The finding of this study in some past studies which conducted on KM practices, performance of employees and organization culture. According to Abualoush, S. H., Obeidat, A. M., Tarhini, A., Masa'deh, R. E., & Al-Badi, A. (2018) with implementation of knowledge management practices the employee performance enhances. As per saeed saidgi (2017) the organization culture has significant relationship with employee performance.

There is thrust in literature no study is conducted which conduct on CVF model mediation between KM practices and performance of employees. The result of this study is also addition in literature; this study finds mediation of organization culture between all dimensions of KM practices and performance of employees. This study recommend that within all organization culture prevails in banking industry of Pakistan, the management implement the knowledge practices so this can increase the employee motivation and satisfaction and increase the bank productivity.

6.2 Theoretical Significance

Knowledge management (KM) has emerged in the form of common function of business organizations (Hislop, Bosua& Helma, 2018). The examination is relied upon to be of significance with respect to the writing on KM practices and Performance of employees and organizational culture. Keeping in mind the level of its emergence, a large number of previous studies has been dedicated to KM and organizational resource management. Bulk of work is available in the area of KM comprising of conceptual frameworks and theoretical models (Mierzejewska, 2018). Out of this few survey studies; there is limited number of studies that put forward empirical investigation of the relationship between knowledge management and employee performance (Laihonen & Mantyla, 2018). As per a positive relationship between authoritative culture and learning creation process, forming a hierarchical social factor are a key to an association's capacity to oversee information viably. It will see whether learning the executives will prompt Employee execution in the Pakistani financial segment.

The Banking area is a strong spine for fund in the nation; the investigation of learning the executives is wanted to be significant to build the information and abilities of representative execution while carrying out the responsibility Yang (2011), a few examinations directed with regards to Knowledge the board and worker execution were done on private associations other than people in general. For instance, the Role of learning the board in expanding execution proficiency in University (2010), area. The current financial emergency of Pakistan necessitates that associations esteem its advantages/assets at exactly that point associations can accomplish an edge and can develop. Furthermore, among every other part, the prime division is a money related segment where the board of information is as critical as blood forever. Subsequently, the focal point of this examination is in the banking area of Pakistan. This exploration is mainly putting accentuation on the disclosure of those critical components which powerfully affect the executives of information inside the association. Along these lines, elements of worry in this article are information sharing practices, representative execution, and hierarchical components.

Learning the employee performance utilizes a mixture of procedures from Knowledge management practices give framework plan, for example, organized knowledge acquisition methodologies from topic specialists (McGraw and Harrison-Briggs 2019) of This examination will be led betterment with regards to the banking industry. This study found the positive mediation of organization culture and relation with knowledge management practices. The information based hypothesis of the association expresses that extreme intensity does not get through the making of new learning instead of the application and sharing of the information (Akran and Hilman, 2018) and positive organization culture (Rabelo, Oliveira, and Viena, 2015).

The result of that the KM practices and procedures, extraordinary activities are regularly experiential to divergence with organization culture (Bedford, 2013). The result of that organization culture has to depend of the indispensable, underestimated presumptions and philosophical examples of significance collective through hierarchical support just like the appearance of such suspicions (Ajmal and Koskinen, 2008). As indicated by Schein (2000), several troubles in KM course of action among individuals are principally identified with "mental atmosphere" in the association that relies in the ability of organization. Additionally, the disappointment of numerous information move frameworks is frequently a consequence of social factors as opposed to mechanical supervision (Ajmaal and Koskineen, 2008; Pirkkaalaininen and Pawllowski, 2013).

Therefore, culture of the organization is a noteworthy obstruction is to accomplishment in the KM practices (DeTiene and Jackson, 2001; Kayworth and Leidner, 2003; Ajmal and Koskinen, 2008). In addition, organization culture has many-sided capacity (counting action arranged, firmly proscribed, work situated, shut framework and expert situated societies) (Hofstede, 1990; Eaves, 2014) as opposed to a solitary measurement (Fey and Denison, 2003). The KM practices and procedure accentuates learning as creature made, communal and connected through relational communal connections in addition to suitable organization culture and employee performance. Hence, learning of how to advocate a steady organization culture that urges representatives to have the expectation to guarantee that information is made, put away, moved and connected is fundamental (Kayyworth and Leidnner, 2003; Leidnner and Kayyworth, 2006; Ajmal and Koskinen, 2008). So the finding of this study clearly contributes that organization culture model mediation enhance the knowledge management practices and employee performance. The Saeed Saidgi (2017) found organization culture CVF model has direct

relation with employee performance but he did not explore the mediation factor, this is first study in literature that examine CVF model mediation between KM practices and performance of employees which is major contribution in conceptual, empirical and theoretical literature.

6.3 Practical Significance

The investigation of present study identifies with implication of KM practices in banks has the positive impact on performance of employees, so it helps the policy makers and practitioners of banking sector to adapt and develop more KM practices in banks which result in enhancement the level of employees performance. Worker execution is the best criteria for evaluating representative against their viability in the organization (Mansori, Yazid and Khatibi, 2018). This examination likewise is noteworthy in a viable sense; the investigation will, for the most part, be of significance to the financial area in Pakistan. The investigation gives information that might be of advantage to worker execution in the financial business, on the most proficient method to improve representative execution inside the circle or authoritative culture as the capacity to form hierarchical culture is the vital significance in encouraging knowledge situations (Wei, 2015). Discoveries of this investigation gives headings and indications to learning acquisition; information sharing, information move, information usage, advancement, preparing programs, strategies; the board projects and the board improvement projects to the worker that will help guarantee representative execution inside the financial business.

The present study findings can help practitioners of banking industry as well as researcher of Knowledge management to identify the significance of KM practices to improve the performance of employees. This investigation can also help researcher to research CVF model with KM practice and performance with any other field of study. The present study can also helps the policy makers to make initiative of KM practices in banking industry and helps to make better policy for sector.

The items of measurement are adapted with different literature and after validation of measurement are validated through different statistical tools and found valid and reliable instrument

for KM practices measurement. So this empirical investigation helps the practitioners to evaluate any additional KM process in banking industry through this valid instrument.

The state bank of Pakistan is regulator of all banks in Pakistan, all public and private banks have to follow the instruction of SBP, so this research suggest the SBP the significance and importance of KM practices in banking sector, in this era the banking sector has to face a lot of competition. The performance of each bank depends upon the performance of his employee as he banking sector is belong to service. This study helps the SBP to make the initiative to promote KM practices in banking sector to enhance the performance of employees. This study also helps the policy makers of each bank to promote KM practice in each bank to get the competitive edge.

The findings of this research can also helps employees to boost their individual level performance in banks. This study is purely conducted on employees of banks and data was gathered to employees, this research highlights the importance of KM practices. The employees of banks need to focus on knowledge sharing, creativity and other practices of KM and with adaption of these practices the performance of each employee can be boost.

This study identifies the different organization culture mediation on KM practices and employee performance; the empirical findings of all variables are mentioned so it helps the bank management to focus on dimensions of organization culture type. The bank management can implement the organization culture and KM practice to enhance to employees performance.

In the previous literature different indicators testify to enhance to employee performance but this is first detailed study is conducted by using CVF model as theoretical lens with the implication of KM practices to enhance performance of employees. The developing country like Pakistan the implication KM practices is limited to evaluate employee performance, the present research gives new insight the bank management and policy makers to adopt more knowledge management practices to enhance employee performance and consider the KM practices as most significant performance tool.

6.4 Limitations of the Study

There are several new findings which are theoretically and practically contributed in the literature and policies but there are several limitations of this research. The scope of study is only discussed specially on banking industry of Pakistan while implications of KM practices are also necessary on other fields as well, so this study is only limited on banking industry, the general research of other fields is essential to study in perspective of knowledge management.

The Scope endeavors to explore the impact of performance of employees in the banking area in Pakistan. The investigation covers two aspects of performance of employees first is KM practices and second is organization culture so performance of employees can be measured in different aspects. Explicitly this examination explores ten banks in Pakistan. These banks would be considered as a component of the unit of investigation for this examination. It will likewise consider the changing pattern of information the executives do their jobs, application on representative execution and furthermore it will quantify the progressions inside its rivals.

This study includes the four KM practices (Knowledge transfer, Knowledge application, Knowledge creation and Knowledge sharing), but in literature a number of KM practices are discussed. Kraaijenbrink (2012), in his research considers knowledge storage is an important KM practice. In literature different researchers find KM practices and in this investigation the researcher takes four KM practices so this research can be investigated with more KM practices. Similarly the researcher takes two dimensions of employee performance, motivation and satisfaction. In literature the researcher takes different items of measurement for employee performance so performance of employees can be measured through different dimensions. Similarly the items which are used to measure KM practices, performance of employees and organization culture is limited as per literature so which use of different items the research scope may be expanded.

The organization's culture is a mediate variable and CVF theory lens is used to measure the performance of employees and in literature different organization culture is measured through different

culture dimensions. This is limitation for this study the organization culture is specified with one theoretical lens.

The data is collected through online surveys from employees on banks in different province; the employees of same sector may have positive attitude, knowledge and beliefs. All variables data is collected from employees of same sector so it may enhance the chances of manipulated responses which considered as limitation of this research. Although different measures is taken to overcome this limitation and data is collected from all the provinces of Pakistan.

The finding of this research is depending upon the items of variables which the researcher takes for measurement. In literature different researcher used different measurement and scales so in same industry if the research is conducted with different measurement of variable so it may give different findings; the limitation for this investigation is not covering all measurement of variables. In this research the quantitative technique is used to evaluate the CVF theory on employees of banking sector, but in depth interview and qualitative technique is not used in this investigation. The qualitative method enables more deeply data collection through interview and it can enhance the scope of this study. The researcher used stratified sampling technique for selecting sample, in which two strata has been made and top ten bank select on the basis of performance and different criteria which not cover overall scope of banking sector, this is limitation for this research.

6.5 Future Recommendations

There are Four KM practices taken for this research but in literature different KM practices are used, so same research can be studied with different KM practices e.g. knowledge storage which can enhance the scope of this topic.

This research is conducted on banking industry of Pakistan and stratified random sampling is used, due to time and resources limitation the large number of sample is not taken for study analysis, for the future same study can be conducted with large sample.

This research evaluate the performance of employees with implementation of KM practices on banking industry of Pakistan with theoretical lens of organization culture but it is further recommended organization performance in respect of efficiency and profitability can be checked with the implementation of KM practices.

This research is purely conducted on Banking sector but the scope of KM practices can be evaluated in different sector of Pakistan, due to time and resources constrain the researcher is only consider one sector so it is further recommended this study can be conducted on different sectors which results can enhance the performance of employees.

The instrument of this research in adapted from different studies and validated through different statistical techniques so it recommended the validity of instrument can be upgraded and with implementation of additional KM practices different phenomena can be testified and contributes in literature as well policy implementations.

The data is gathered through online surveys and quantitative technique is used to testify the CVF theoretical lens but it is further recommended in depth interviews can be conducted on executive level to implement the KM practices and to evaluate the performance of employee so qualitative study is recommended for future study.

There is thrust in literature CVF model of organization culture is not testified by implementing KM practices to evaluate performance of employees in banking industry of Pakistan. This study gives detail investigation of this issue so it is further recommended that this theoretical lens can be testify to evaluate the organizational performance and efficiency.

This research identifies the mediate effect of organization culture between KM practices and performance of employees, there are two performance indicator are taken for analysis satisfaction and motivation due to time and resources constraint but in literature different indicators of performance are taken by researcher so CVF lens can be evaluated with different employee performance indicators.

This research is conducted on specific sector and culture, to overcome the specification issue this research can be conducted in future with more generally like with change of demographic, change of culture and sector, this CVF model can be testify with more generally.

This research is conducted on KM practices implementation on banking industry to check the performance of employees, the KM practices is detailed phenomena in literature so it is further recommended the each KM practices e.g Knowledge sharing tools can be testify with same CVF model and performance of employees.

Data is collected of all variables with same population and items of measurement is adapted with limitation, the future recommendations is this model can be testify with additional measurement of items and data can be collected of all variables with different population it might result of different findings.

6.6 Final Remarks

The aimed of this research to investigate the theoretical, conceptual and mediated relationship of KM practices, performance of employees and organization culture in context of banking industry of Pakistan. The quantitative research technique is used to empirically investigate this phenomenon, the present instigation on mediation relationship between KM practices and performance of employees has made significant contribution in empirical, practical and theoretical literature of knowledge management, performance and CVF model by investigating the impact of banking industry and findings identifies the positive mediate relationship between the variables. The empirical findings of this investigations identifies that four dimensions of organization culture (Clan, Adhocracy, Hierarchy and Market Culture) has statistically significant and positive mediate relationship between the four dimensions of KM practices (Knowledge transfer, Knowledge application, Knowledge creation and Knowledge sharing) and performance of employees (employee motivation and employee satisfaction).The affirmation of CVF model as theoretical lens gives strong support to identify and testifies the model and relationship between KM practices and performance of employees. The current investigation identifies the consequence and significance of KM practices in banking sector and

suggested that with implementation of KM practices in banking sector should be enhance the performance of employees and result in growth of banking sector performance in Pakistan economy.

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ANNEXURE A

Questionnaire for Study

Section 1. Personal Information

Q1. Personal Information Please provides the information requested in each question:

1. What is your Province?
 - a. Punjab
 - b. Sindh
 - c. KPK
 - d. Balochistan
2. What is your Bank Type?
 - a. Government Bank
 - b. Semi Government Bank
 - c. Private Bank
 - d. Islamic Bank
3. How many years have you worked in this bank?
 - a. 1 to 10 years
 - b. 2 to 20 years
 - c. 21 to 30 year
 - d. 31 to 40 years
4. What is the highest degree or level of school you have completed?
 - a. Bachelor
 - b. Master
 - c. Doctorate
 - d. Any other Degree or deploma.....
5. Which of the following best describes your role in this Bank?
 - a. Upper Management team
 - b. Middle Management team
 - c. Junior Management team
 - d. Administration team Support staff (Normal employee) Consultant

For each of the following, point out your satisfaction level with the statement.

1- Strongly Disagree 2- Disagree 3- Neutral 4- Agree 5- Strongly Agree

Knowledge Transfer

- Mentors are allocated to new staff for assistance and discover an appropriate career path.

- Knowledge is shifted among employees through relaxed activities.
- Bank related official's substances are deliberated with each other in meetings.
- All bank staff are shared and deliberated with each other continuing and successful projects.
- Our information based systems are permitting us to share new practices for career performance.
- Your supervisor rotate job with each other for proper distribution of knowledge.

Knowledge Application

- Our bank for captivating full consideration to sale knowledge through consultancies.
- Our bank done market study and consequences of finding encouraged by employees in market.
- Courses are established with the involvement of clients and experience employees.
- Existing procedures and applications are changed in new creative development with proper how know.
- Bank appreciates to promote knowledge within the staff members.
- Banks are dedicated to developing punitive team through knowledge.
- The belief which cause problem for knowledge application is dysfunctional now.
- We take help from good client in developing new courses, products for betterment of staff.

Knowledge Creation

- Each employee performance is evaluated in each regular meeting.
- Employee problems, issues and matters are routinely discussed in regular meeting.
- For the betterment of procedures and policies, banks are always welcome new ideas of employees.
- New assignments are given to staff members as per their knowledge and capacity.
- For Developing of creative ideas and intrinsic knowledge, staffs are awarded.
- In learning portals, staff members are fully participating and share their strategies.
- For betterment of procedures, main problems and issues are highlighted.

Knowledge Sharing

- Colleagues are shared result of assignment with each other.
- Colleagues are shared working knowledge with each other.
- Colleagues are shared creative ideas relate to job with each other.
- Colleagues are shared the strategies to perform better in work place.
- We give time to each other for sharing knowledge.
- I share my expertise with my colleagues.
- We make plan to share knowledge with each other.

Clan Culture

- Participation and open discussion are appreciated in my Bank.
- The Employees are fully empowered to act in bank.

- The Bank Management is Concern about employees and his ideas.
- The Human relations, teamwork, and cohesion among employees in my bank.

Adhocracy Culture

- There is Flexibility and decentralization in my bank.
- The bank management believes on Expansion, growth, and development.
- Innovation and change is main priority of my bank.
- In my bank there is a Creative problem-solving process.

Hierarchy Culture

- There is Control and centralization in my bank.
- There is Routinization, formalization and proper structure in bank.
- There is Stability, continuity and order environment in my bank.
- The Predictable performance outcomes are main focus of my bank.

Market Culture

- My Bank main priority is Task focus, accomplishment, and goal achievement.
- The Direction, objective setting, and goal are clearly defined in my bank.
- Efficiency, productivity and profitability are much focused in my bank.
- Outcome excellence, quality must ensure in my bank.

Employee Motivation

- The bank management takes my participation for the assignment of job duties.
- The task which assigned to me is according to my satisfaction and I get reward of my work.
- The management encouraged with financial and non financial reward on my good work, it gives me motivation to boost my performance.
- The management appreciates the suggestions of employee for the smoothness of polices.
- Self respect of every employee is important for bank management.
- The bank atmosphere and upbringing of physical environs is really good.
- The bank management arranges trainings opportunity or regular basis.

Employee Satisfaction

- I receive the pay according to my current position.
- Rewards are awarded on the basis of good work.
- In my current position I have assigned responsibilities according to my abilities.
- In this position, I can utilize my qualities for betterment of career.
- In this position, I have fine chances to get promotion.
- My current job is fully secured.

Do you meet with your social needs/cares with this job?