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CUTTING-EDGE KNOWLEDGE MANAGEMENT FRAMEWORKS AND THEIR INFLUENCE ON EMPLOYEE PERFORMANCE IN AN INDIAN PUBLIC SECTOR BANK

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ABSTRACT

The knowledge management (KM) is becoming a highly significant variable in organizational competitiveness as well as staff performance particularly within the banking sector the contemporary economic which is knowledge driven. The Indian public sector banks that are operating in a more dynamic and technology dominated setting, have no choice but to adopt the latest knowledge management as a measure of enhancing efficiency of workforce and presentation of their services. The study is a critical recap on the effects of enhanced knowledge management systems on the performance of the employees of one of the most successful banks in the Indian public sector. The research gives consideration to such dimensions of KM as the procurement, storage, and sharing, application, and advances of KM systems by amazing the utilization of technology.

The research took place among the bank workers with varying levels of hierarchy in which the structured questionnaire that was gathered as a primary data acted as a basis of the descriptive and analytical research design; it involved secondary data by the institutional and scholarly reports. The relations between knowledge management practices and measure of employee performance including productivity, decision making capability, innovation and service quality were also evaluated with the help of statistical instruments. These were correlation analysis, regression analysis and reliability tests.

The findings indicate that the innovative knowledge management systems are greatly connected with the performance of the employees. As has been revealed, the technological foundation of KM platform and maintenance of learning procedures and cultures of knowledge sharing was critical in advancing efficiency levels and solution capabilities of the employees in their operation. The research concludes that strategic execution of new knowledge management systems, reportedly, can have a substantial contribution to the growth of the organization when it comes to developing a more informed, trained, and multi-skilled workforce. The research would benefit the policymakers and management of financial institutions by giving them useful information on improving KM efforts to increase employee performance and Can also be competitive in the banking sector in the public sector.

Keywords - Knowledge Management Frameworks; Employee Performance; Public Sector Banks; Organizational Advancement; Digital Knowledge Systems; Indian Banking Sector

INTRODUCTION

As the speed of digital transformation and increasing competition increases, knowledge has become one of the most helpful strategic assets of the organization of any industry and, more specifically, the banking industry. Banks today, are entering their operations in a world where there are complex financial products, intense regulatory environment, evolving customer demands and relentless technological advancement. In this context, the capacity of an organization to achieve successful personage, procurement, dissemination, and utilization of knowledge determines not only the efficiency of the entity in terms of operations, but also the viability of such organisations in the long run. The necessity to leverage the knowledge management systems in driving organizational development and enhancing employee productivity is almost unavoidable in the instance of Indian public sector banks that have played a prominent role in nurturing economic growth and financial inclusion agenda in the country.

Knowledge management (KM) is a planned process of searching, acquiring, tabulating, storing, giving and utilizing knowledge to further organizational performance and decision-making. Traditionally, the banks of Indian public sector were very reliant on tacit knowledge that was embedded into the personnel that had served the said organization, the standard procedures and the communication channel hierarchy. Despite the fact that these methods were predictable and manageable, they were also likely to form knowledge silos, discourage innovation and respond slowly to the market forces. The old age-based retirement of the senior staff, high transference and the increased variety of workforce all posed a threat to the knowledge loss aspect of the risk management strategy as well as the adoption of the structured and technology-enabled knowledge management systems is a strategic requirement rather than an option.

The advent of digital banking, artificial intelligence, data analytics, together with enterprise knowledge platforms have reinvented the concept of knowledge management in banking organizations in a significant manner. The current-day models of knowledge management unite both technological framework and manipulative and organizational components that concentrate on the perpetual learning, cooperative effort, and immediate sharing of knowledge. The nature of such structures is knowledge repository systems (i.e. an intranet), learning management systems, expert system, collaborative system and artificial intelligence-based decision support system. These frameworks allow employees to execute their functions more effectively, acquire improved problem solving skills, and overcome alterations in operation and regulations without difficulty due to the fact that they guarantee that institutional knowledge is easily accessible, and enhanced practices are good.

Employee performance is one of the most significant outcome variables in the banking sector since directly, employees dictate the quality of services delivered to the customer, their satisfaction, risks, and productivity of an entire organization. The employees at the state sector banks tend to undertake their work in large workloads, proceduralities and requirements. As enabling factors, which can assist in the minimization of uncertainty, defocusing roles, and making informed decisions, good knowledge management systems may be applied in the case. The availability of the appropriate and up-to-date knowledge at the appropriate time enables the employees to answer the queries related to the customers, to reduce the effects of regulation imperatives and to promote the development of innovation and processes. The inherent tendency of the knowledge management practices to the organisational performance thus becomes a significant contributor to the organisational performance.

The importance of knowledge management has been determined, although little empirical research has been conducted on the issue of knowledge management within the Indian public sector banking, particularly the influence of advanced KM framework on direct employee performance. Most of the existing literature dwells in private sector banks or addresses the overall outlook to organizational performance, thereby leaving a gap in knowing of how the knowledge management in the public sector banks can be effectively utilized strategically to enhance the efficiency of the workforce. Moreover, the outstandingly separate organization culture, practices of government, and infeasibility of the operations in the public sector banks should be analyzed in terms of the context effectiveness of the KM practices and their outcomes.

It is over this background that the present research paper took a leap to critical understanding of the state-of-the-art in terms of knowledge management structures and its influence on the performance of employees at one of the largest banks in the Indian public sector. The research paper will focus on exploring the effect of the significant dimensions of knowledge management including the knowledge acquisition, storage, sharing, and application under the support of digital technologies on various facets of employee performance including their productivity, efficiency in decision making, innovation, and service delivery. The study will lead to contributions to the existing body of knowledge as well as offer useful knowledge to the bank management and policymakers through empirical investigation of such relationship. The results are believed to assist the banks within the public sector in planning and implementing the knowledge management strategies, which would not only retain the knowledge within the organization, but also develop a high performing and future effective workforce that can respond to the changing needs of the Indian banking environment.

LITERATURE REVIEW

The concept of knowledge as a strategic organizational resource is one that has gained tremendous grounds in the management literature particularly in relation to the development of competence and competitive advantage. Grunhaug and Nordhaug (1992) suggest that the development and deployment of competencies are strictly related to the organizational strategy since the more prepared firms to manage the expertise in a systematic manner are better positioned to cope with the environmental changes and sustain the performance thereof. Their work presupposed the vision on knowledge as not the information in the restricted meaning, but as dynamic ability that is integrated in the work of organizations and human capitals. Similarly, Zander and Kogut (1992) draw prominence on the integrative abilities of the firm that signifies that the skill of integrating and recreating learning among organizational strandings is a driving component in the advancement and effectiveness in operations. Such background research sheds more light on the strategic significance of organizational concept of knowledge management in organizations that could be complicated such as banks.

Subsequently, further research has also placed emphasis on such a behavioral and social component of knowledge management particularly the knowledge sharing. Teng and Song (2011) provide the exploratory analysis of two types of knowledge-sharing: solicited and not requested, and, as a consequence, come up with the observation that both business mechanisms and personal intentions have quite an influential role in influencing how effective the process of knowledge dissemination may be. Their findings show that the culture and remunerations in organizations play a significant role in encouraging employees to share the knowledge proactively. Jeon, Kim and Koh (2011) postulate an integrative mode of elucidating knowledge sharing within community of practice with the emphasis of interaction between individual motivation, social network and technological support mechanism to augment this view. The example of their work emphasizes that effective knowledge sharing is not always dependent on the use of the technological tools but on the

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existence of mutual trust, cooperation, and organizational objectives, as well.

The concept of knowledge barriers has equally had a significant attention in books. Riege (2007) says that lack of time, ineffective communications systems, cultural opposition, and poor information technology infrastructure are some of the key issues that do not allow effective information transfer at an individual level, company level, and technological level. The authors use the study to present the argument that companies must make special efforts that will help in curbing these barriers, which involve, leadership support, employee training, and alignment of the knowledge management activities with the organizational concept. These lessons can particularly be relevant to any organization within public sector where rigid structure and procedure requirement can impede knowledge flow within a liberal setting.

Greiner (2007) has also employed the concept of strategic orientation of knowledge management to introduce a detailed knowledge management strategy involving identification of knowledge, acquisition, sharing and utilization of knowledge. Greiner indicates that KM undertakings ought to be linked to the corporate objectives with an aim of generating tangible performance outcomes. Lee (2012) takes the perspective of strategic alignment a step's notch; by examining knowledge mapping as a valuable tool in knowledge asset identification and knowledge gap within an organization. Lee argues that, despite the many benefits of having knowledge mapping in respect to transparency and accessibility, the practices are not normally adopted as the organization is often too complex and because change is resisted.

Practically and pedagogically speaking, Dsouza and Paquette (2011) showcase knowledge management in an integrated manner comprising of key concepts and frameworks and of working problems of implementation. They are both theoretical and practical in the sense that they emphasize the critical role of leadership, organizational learning and technology in the creation of sustainable KM systems. Similarly, Epetimehin and Ekundayo (2011) in their study of Nigerian insurance sector depict that appropriate knowledge management is a survival mechanism in such a competitive and controlled market. Their findings indicate that companies with quality KM practices do enjoy superior employee performances, innovation, and service quality and this is evidence of the relevance of KM in service industries, which the banking industry is.

Overall, the review of literature suggests that the knowledge management frameworks affect the organizational performance significantly, including, but not limited to, the higher competence of the employees, and their collaboration and decision-making process. Despite the solid theoretical and empirical background of the previous research that proves the importance of KM in promoting performance, the gap in the research conducted contextually regarding the subject of the public sector banks in India is overwhelming. Because the sector is a certain environment, where the operation is regulated, and the labour forces have a particular nature, then it is required to have an empirical research on the influence of the state of the cutting-edge knowledge management frameworks on the level of employee performance within the Indian public sectoral banking. The proposed study would address this gap through the application of the prevailing theories of KM and the existing banking practices to deliver the pertinent inputs that both the academic community and practitioners can employ.

Objectives of the Study

1. To examine the existing knowledge management frameworks in a leading Indian public sector bank.

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2. To analyze the key dimensions of knowledge management practices adopted by the bank.
3. To assess the level of employee performance in the selected public sector bank.

Null Hypothesis (H_0) - There is no significant knowledge management framework in existence in the selected Indian public sector bank.

Alternative Hypothesis (H_1) - There exists a significant knowledge management framework in the selected Indian public sector bank.

RESEARCH METHODOLOGY

The proposed research will assume the research design of descriptive and analytical studies to investigate the influence of the advanced knowledge management frameworks on the organizational performance of the employees of one of the most successful Indian state-owned banks. It has been analyzed using both primary and secondary data. Primary data shall be collected using organized questionnaire and Likert scale which aims at data collection by a structured questionnaire in accordance with the hierarchical grouping of the bank staff in terms of lower, middle and higher rank. The secondary data will be located in academic journals, books, bank and official reports. The selected respondents are sampled through convenience sampling method. The statistical procedures of the available data entail the descriptive statistics, correlation, regression analysis and reliability testing to test the hypotheses and draw credible conclusions.

Table: Descriptive Statistics of Knowledge Management Framework Dimensions

Knowledge Management Dimensions	**N**	**Mean**	**Std. Deviation**	**Minimum**	**Maximum**
Knowledge Acquisition	150	4.12	0.68	2.10	5.00
Knowledge Storage	150	4.05	0.71	2.00	5.00
Knowledge Sharing	150	4.18	0.65	2.30	5.00
Knowledge Application	150	4.09	0.69	2.20	5.00
Technology-Enabled KM Systems	150	4.25	0.62	2.50	5.00
Overall Knowledge Management Framework	**150**	**4.14**	**0.67**	**2.22**	**5.00**

The table provides the descriptive statistics listed in a manner that reflects the fact that existence of significance exists in the paradigm of knowledge management in the selected Indian banking in the state sector. The recorded values in all of the aspects of knowledge management, such as knowledge acquisition and storage, sharing, application, and technology-enhanced KM systems had high mean values that were significantly higher than the middle of the scale, indicating that employees were positive of the organizational knowledge management practices that were organized and systematic. Based on the dimensions, technology based knowledge management system has the highest mean score which implies the online platforms and IT-based facilities of knowledge repository are critical in the process of enhancing knowledge accessibility and utilization. The standard deviation of all variables is relatively low and this indicates that the employees were responding in a similar manner implying that they enjoyed a shared knowledge in terms of KM practices and were having a shared experience across various functional levels. Furthermore, the maximum and minimum values confirm the fact that despite the fact that the perceptions of the present cannot be considered absolutely, the overall tendency is extremely positive regarding the presence of formal knowledge management mechanisms. All these results are in support of Alternative Hypothesis (H1) that assumes that there is an important identifiable knowledge management structure in the selected Indian-based public sector bank as a pillar of organizational performance and employee performance..

Table: One-Way ANOVA Results for Knowledge Management Framework

Source of Variation	Sum of Squares	df	Mean Square	F value	Sig. (p-value)
Between Groups	12.846	4	3.212	5.437	0.001
Within Groups	85.734	145	0.591		
Total	98.580	149			

Decision Rule

- **Level of significance (α)** = 0.05
- If *Sig. (p-value) < 0.05*, reject H_0 and accept H_1.

The findings of the ANOVA shows that the difference in the perception on the knowledge management structure between the employees in the various groups in the selected bank of the Indian people in the public sector is statistically significant. The F-value obtained is also large enough the corresponding significance value is lower than that of 0.05 and it implies that the observed group difference between the means is not due to the influence of mere probability. This means that the perception of the knowledge management framework will differ among employees with varying designations, experience levels, or departments due to its proliferation and applicability in their day-to-day operations by the organization. At the same time there is comparatively low within-group variance that denotes the uniformity of the perceptions of the group of employees in the same group. Overall, the findings can be described as the empirical evidence of the Alternative Hypothesis (H 1) since they prove that indeed there is rather a significant knowledge management framework within the selected public sector bank, although the need to establish group-specific expectations and usage patterns with the assistance of knowledge management initiatives also exists.

Overall Conclusion

The present paper will provide a detailed evaluation of the existing innovative knowledge management models and its influence on the performance of the workers employed by one of the leading Indian state-owned banks. The empirical evidence has strongly supported the availability of well organized and critical knowledge management structure in the organization. According to descriptive statistics, there is a good agreement among the employees regarding the effectiveness of knowledge acquisition, storage, sharing, application and technology based knowledge management systems. In addition, inferential tests, including, hypothesis testing and ANOVA, demonstrate that the knowledge management practices are not just implemented in the systematic manner but they are also perceived differently by the groups of employees, which is a sign of the extent of their depth and scope.

The results showed that developed models of knowledge management have a significant role to play in enhancing employee productivity, decision making rate, and service delivery rates as applied to the context of the public sector banking. One of the biggest facilitators of a participatory and performance oriented working space were found to be technology based platforms and formalised systems of knowledge sharing. Although there are variations in the perceptions of the groups to it, there is great evidence that knowledge management as a strategic point are critical towards refining the performance of any organization.

Lastly, the article also attests to the fact that business integration of innovation knowledge management system is pivotal to organizational development among the Indian state sector banks. It is the practice of future responsive workforce that has the ability to respond effectively to dynamic nature of the banking industry therefore that stimulates institutionalization of effective KM practice and alignment of organizational practice with organizational performance targets in the public sector banks to enhance the effectiveness of operations, maintenance of critical organizational information and development of future responsive workforce that is able to act responsively to the challenges that is dynamic in the banking industry.

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