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## **Implications of Knowledge Integrated Capacity and Knowledge Management Practice Toward Organizational Performance**

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### **Abstract:**

The objectives of the study are to analyze the effect of knowledge integration capacity and Knowledge management practices on organizational performance. Moreover, the concern is to examine the mediating effect of interpersonal personal trust between knowledge management practices & organization performance. Questionnaire-based survey strategy executed for data collection from the focal persons of banking industry of Pakistan. Structural equation modeling was used for research analysis and the findings confirmed the existing thought and theoretical justifications regarding knowledge management contexts. Furthermore study examined significant and positive relationship between knowledge integration capacity, knowledge management practices and organizational performance. Moreover, interpersonal trust also significantly mediated among the aforementioned factors. This study has significant implications and contributions toward the policy development of banking sector of Pakistan.

### **Introduction**

In today's' world the competition is based on knowledge and through proper knowledge management, the organization can achieve a competitive edge (Hislop, Bosua, & Helms, 2018; Dalkir, 2013). The strategic substance for a firm's performance directly lies in its ability to create, syndicate, recombine and then eventually exploit the knowledge (Xie, Zou & Qi, 2018). Thus, in the era of contemporary knowledge management economy, knowledge itself is known as a strategic reserve, that is ultimately indispensable to a firm's ability to innovate and strive (Wang, 2013). A firm's knowledge is usually produced through either internal creation (i.e., knowledge management practices) or external acquisition i.e., knowledge integration capacity (Peng Wong, & Yew Wong, 2011; Marsh, & Stock, 2006: Gold, Malhotra, & Segars, 2001). Consequently, a firm's knowledge of absorptive capacity is important for value creation within the firm. Building a learning organization is hard and carries utmost importance (Noe, Hollenbeck, Gerhart, & Wright, 2017). No one organization

could able to incorporate KM without culture and interpersonal trust. Therefore, the present study has undertaken the effect of interpersonal trust and culture as a mediator that exists the relationship between KIC and KMP and organizational performance.

The companies nowadays are investing in the new concept of “Knowledge Management” that is important in the industrial world for its progress(Grant, 1996). Knowledge management these days have got much fame and importance which creates its need in the organization and therefore it is related with the equity of the company that can be utilized and the company has its own in it. We are living in a very competitive world, where everyone wants to do something different and ultimately it gives us something new and has a very positive impact on organizational performance (Polanyi, 1966). Therefore, acquiring knowledge and thus supporting knowledge management practices are becoming the significant factors, which would ultimately help to achieve organizational performance only when the strong organizational culture and interpersonal trust exists between the members of the organization.

Every organization tries to maximize organizational performance (Lee, & Choi, 2003; Delaney, & Huselid, 1996). As it is one of the significant objectives of a firm that could be achieved through knowledge management factors such as; integrative knowledge capacity and knowledge management practices (Lee, & Choi, 2003; Goh, 2002; Chen, & Huang, 2009). The main strategic objective of the management and overall organization is to make a decision and solve the problem appropriately, which is mostly based on integrative knowledge capacity(Carlile, 2004; Goh, 2002). During the business activities, there are several non-programmed scenarios which appear at that moment of time it is necessary to make sensible decisions to solve a problem, it depends on the knowledge management practices (Argote, McEvily, & Reagans, 2003; Nonaka, & Von Krogh, 2009; Argote, McEvily, & Reagans, 2003). Therefore it is appreciable for the management to be observant towards the activities of business such as knowledge management practices and integrative knowledge capacity(Birasnav, 2014; Prieto, & Revilla, 2006; Alavi, & Leidner, 2001). The performance and effectiveness in business activity are accomplished with knowledge management(Easterby-Smith, & Prieto, 2008). Therefore, this study emphasizes its usefulness on the accomplishment of the desired results. Further, knowledge management practices and integrative knowledge capacity would not contribute to organizational performance if there is not interpersonal trust and supporting organizational culture exists in the organization. Organizational culture and interpersonal trust pave the way for organizational performance (Barnes, Leonidou, Siu, & Leonidou, 2015; Zeffane, 2010; Beugré, & Offodile, 2001).

## **LITERATURE REVIEW**

Knowledge management practices are significantly contributing toward the interpersonal trust which is considered the emerging issue in main economy of Pakistan(Zaheer, McEvily& Perrone, 1998;Currall& Judge, 1995).Interpersonal personal trust and organizational

performance go side by side. We are living in a very competitive world where everyone wants to do something different and ultimately it gives us something new and has a very positive impact on organizational performance (Polanyi, 1966). Ultimately organizations can reach to the peak of performance and can compete for anyone in the corporate world. Teece, (1997) define dynamic capabilities:

Learning is an imperative mechanism through which organizations get information and then that information helps them to create new knowledge in order to meet changes in an uncertain environment (García-Morales et al., 2012). The organization learning culture helps the organizations to recognize, encourages, and rewards knowledge management activities, learning culture helps organizations to form interaction and collaboration among members in the organizations.

Perfect leader practices can lead the organization to the apex of success. A leader who always comes up with new thought can lead the way and we have examples of considerable research which has highlighted the importance of leader behaviors for its team performance (Druskat & Wheeler, 2003). Knowledge management approaches have been broadly considered to entail either a focus on organizing communities or a focus on the process of knowledge creation, sharing, and distribution. While these two approaches are not mutually exclusive and organizations may adopt aspects of both, the two approaches entail different challenges, for example some organizational cultures (De Long & Fahey, 2000; O'Dell & Grayson, 1998) might be more receptive to the community approach, whereas others may be more receptive to the process approach.

The most common misconception that companies must overcome if they are to use knowledge management effectively is that it is all about technology (Call, 2005). Too many people make the mistake of confusing knowledge management with a technological fix. Knowledge management is not just about technology, in fact, too much technology can overwhelm employees and actually hinder the process.

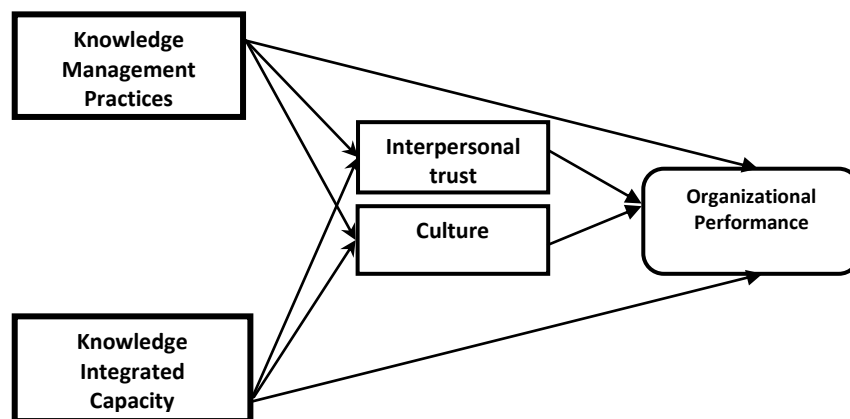
### **Theoretical Background and Theoretical framework**

The present study is supported by Absorptive capacity theory, with the retention of the employees, the knowledge base of the firm increases, and, therefore, the firm augments the likelihood of benefiting from knowledge acquisition (Cohen and Levinthal, 1990). As a consequence, with higher levels of an internal knowledge base, firms develop higher levels of absorptive capacity which is useful to recognize, acquire, absorb and integrate external knowledge provided through knowledge acquisition (Ferrerias- Mendez et al., 2015; Ferrerias- Mendez et al., 2016; Ferraris et al., 2017), that would ultimately leads towards the organizational performance.

Theoretical Framework is designed on the bases of the extensive literature review. Therefore, based on the previous studies justifications, two independent variables i.e, knowledge integration capacity and knowledge management practices with its facets have been identified

and their effect on dependent variable i.e., organizational performance. However, the mediating effect such as interpersonal personal trust and organizational culture has been analyzed between KIC, KMP and organizational performance.

### Theoretical framework:



## RESEARCH METHODOLOGY

The study would be executed in the banking sector of Pakistan. Questionnaire-based survey strategy will be used. Random sampling method applied for data collection via questionnaires distribution. The questionnaires distributed among the employees from the banking industry of Pakistan depending on the total number of employees working those banks.

### Research Design of the study

The examination procedure was followed by using a prototype of post-positivism. The position where a philosophical head is sitting uses the approach of culture that is existing and critical to be understood (Teddle, & Tashakkori, 2009; Straub, Gefen, & Boudreau, 2005). One of the authors says that research style is determined to select the strategy that can be adopted and it also provides guidelines for the completion of the task and guides throughout the task that how it can be progressed. It also supports the method used for the collection of the information regarding content, to differentiate within the analysis it can be distinguished between illustrative, exploratory, informative or casual study? The examination is conducted to gather the information from the resources at a single time to carry the objective at its final level.

## Measurement of the variables

The questionnaire will be used to obtain data from respondents (Brace, 2018; Bradburn, Sudman, & Wansink, 2004). This research instrument consists of two parts. The first part of the research questionnaire reveals the demographic profile of the participants. The main items of the demographic profile are Gender, Age, education, and experience level. The second part of the questionnaire composes of various measurement scales of variables explained in the study. For the measurement of interpersonal personal trust measurement scale used by (Armbruster & Kipping, 2002) will be adopted. The interpersonal personal trust capability of organization would be measured through six items measurement scale.

## Results of the study:

### *Descriptive Statistics and Correlation Matrix:*

Descriptive statistics explained the normality of data and mean and standard deviation are the most common measures for its indication. The mean value of organizational performance is 4.188 with a standard deviation of 0.720. Knowledge Management Practices has meant with 4.142 and standard deviation of 0.781. Knowledge Integrated Capacity holds a mean of 4.205 with a standard deviation of 0.693. The mean value of culture is 4.078 with a standard deviation of 0.761. Mean value of trust is 4.088 and standard deviation of 0.704.

*Table I: Descriptive and Correlation*

	Mean	SD	1	2	3	4	5
OP	4.188	0.720	1.000				
KMP	4.142	0.781	.708**	1.000			
KIC	4.205	0.693	.723**	.759**	1.000		
CU	4.078	0.761	.648**	.691**	.712**	1.000	
IT	4.088	0.704	.626**	.532**	.607**	.650**	1.000

\*\*Correlation is significant at the 0.01 level

The correlation table suggests that all the variables are positively and significantly related to each other. Knowledge Management Practices (KMP) have shown positivity link with Organizational Performance (OP) at 0.708. Knowledge Integrated Capacity (KIC) is correlated positively with OP at 0.693. Culture (CU) is positively related to an organizational performance at the correlation value of .761. Trust (IT) is positively and significantly related to an organizational performance at .626. There is positive and significant correlation existing among within the variables too. Knowledge Management Practices have a positive correlation with Knowledge Integrated Capacity 0.759, with the culture at 0.691, with trust 0.532. Knowledge Integrated Capacity is positively correlated with the culture at 0.712

and with trust at 0.607. Lastly, trust is significantly and positively correlated with CU at .650. It can be safely said that a positive and significant correlation is existing among all variables.

### ***Validity through CFA:***

Confirmatory factor analysis explained the model fitness of observed variable with their latent variables. Table II presented the factor loading of standardized estimates it is performed to assess Factor Analysis. In the measurement model, the degree of variance of each construct or item is measured by squared factor loadings. The explanatory power of the observed variable is considered higher and stronger when the squared factor loading for each item is more than 0.50. It is considered moderate or average if it is between 0.30 and is considered poor if it is below than 0.30 (Holmes, 2001). There are four items representing KMP from KMP1 to KMP4 and the squared factor loading are respectively 0.740, 0.786, 0.877 and 0.802. In the same way, knowledge integrated capacity has represented with four items like KIC1 to KIC4 and the squared factor loading is 0.798, 0.780, 0.767 and 0.778 respectively.

*Table II: Factor Loading of Standardized Estimates*

Variable	Item	Loading	CR	AVE
Knowledge Management Practices	KMP1	0.740	0.878	0.644
	KMP2	0.786		
	KMP3	0.877		
	KMP4	0.802		
Knowledge Integrated Capacity	KIC1	0.798	0.862	0.610
	KIC2	0.780		
	KIC3	0.767		
	KIC4	0.778		
Culture	CU1	0.778	0.838	0.564
	CU2	0.722		
	CU3	0.754		
	CU4	0.750		
Trust	IT2	0.841	0.830	0.552
	IT3	0.765		
	IT4	0.704		
	IT5	0.648		
Organizational Performance	OP1	0.785	0.816	0.526
	OP2	0.685		
	OP3	0.733		
	OP4	0.694		

*\*Composite Reliability, \*\*Average Variance Extracted*

Similarly, culture has represented with four items like CU1 to CU4 and the squared factor loading is 0.778, 0.722, 0.754 and 0.750 respectively. Moreover, interpersonal trust has represented with four items like IT2 to IT5 and the squared factor loading is 0.841, 0.765, 0.704 and 0.648 respectively. Finally, the dependent factor organizational performance has represented with four items like OP1 to OP4 and the squared factor loading is 0.785, 0.685, 0.733 and 0.694 respectively. The said values are falling above the benchmark of stronger explanatory power which means the observed factors of knowledge management practice, knowledge integrated capacity, and interpersonal trust, culture, and organizational performance are properly loading on its latent variables. The model is statistically significant with overall factor loading more than 0.65 which is good and fit.

The scale has adapted and validity test performed to confirm model validation. In order to test and confirm the validity, values of composite reliability (CR) and average variance extracted (AVE) are calculated. The AVE seems to consider better if  $AVE \geq 0.50$  (Bagozzi & Yi, 1988) and the value of CR will be preferred if  $CR \geq 0.60$  (Bagozzi & Yi, 1988). The composite reliability values of KMP, KIC, CU, IT, and OP are respectively 0.878, 0.862, 0.838, 0.830, and 0.816 which are above the benchmark (Bagozzi & Yi, 1988). The average variance extracted values of KMP, KIC, CU, IT, and OP are respectively 0.644, 0.610, 0.564, 0.552, and 0.526 which are above the benchmark (Bagozzi & Yi, 1988). The values of CR and AVE indicated that the measurement model is valid, good and fit for further analysis.

### ***Structural Model for testing Hypothesis:***

Structural Model explained the direct relationship between KIC and KMP as the independent variable and organizational performance as dependent variables. Moreover, interpersonal trust and culture included as mediating variables in the structural model. Firstly, the direct relationship between KMP and OP is significant and positive and the standardized regression coefficient with significant value of beta as 0.570 explained the degree of dependence. KMP is also significantly contributing toward interpersonal trust and culture with standardized estimate 0.286 and 0.476 respectively.

In the second case, knowledge integrated capacity is significant and positively contributing to organizational performance and its value of the standardized regression coefficient is 0.440. KIC is also significantly contributing toward interpersonal trust and culture with standardized estimate 0.619 and 0.653 respectively. Finally, interpersonal trust positively influenced organizational performance while culture has no effect on organizational performance.

*Table III: Standardized Regression Weight*

		Stand. Est	S.E	T-Value	P-Value
KMP	→ OP	0.570	0.086	5.764	0.000**
KMP	→ IT	0.286	0.043	3.998	0.000**
KMP	→ CU	0.476	0.056	6.994	0.000**
KIC	→ OP	0.440	0.119	3.499	0.000**

KIC	————→	IT	0.619	0.072	5.857	0.000**
KIC	————→	CU	0.653	0.071	8.531	0.000**
IT	————→	OP	0.278	0.129	2.986	0.000**
CU	————→	OP	-0.077	0.126	-0.617	0.537

*Mediation Analysis*

Project Success	Effect	SE	LLCI	ULCI	R <sup>2</sup>	F-Statistics	P-Value
KMP→ IT→OP	0.170	0.043	0.113	0.245	0.588	187.4	0.000
KMP→ CU→OP	0.194	0.050	0.107	0.304	0.549	160.3	0.000
KIC → IT→OP	0.182	0.083	0.013	0.337	0.595	163.5	0.000
KIC → CU→OP	0.201	0.061	0.054	0.314	0.558	166.3	0.000

Mediation analysis was conducted by following the macros (Preacher & Hayes, 2004) which is the latest package for analysis of moderation and mediation analysis. Interpersonal trust and culture significantly contributed to the mediating role between knowledge management practices and organizational performance. These relationships are significant on both (LLCI) and (ULCI) while the R-square is explaining this model as 58.8% with significant model goodness and fitness.

The values are of these relationships are as follows 0.170[p < .01, 95% CI (0.113, 0.245)] and 0.194 [p < .01, 95% CI (0.107, 0.204)]respectively. Moreover interpersonal trust and culture also significantly contributed as a mediator between knowledge integrated capacity and organizational performance. These relationships have shown significance in the ranges of both lower level confidence interval (LLCI) and upper-level confidence interval (ULCI) while the R-square explained these models as 59.6% and 55.8% respectively with significant model goodness and fitness. The values are of these relationships are as follows 0.182[p < .01, 95% CI (0.013, 0.337)] and 0.201 [p < .01, 95% CI (0.054, 0.314)]respectively.



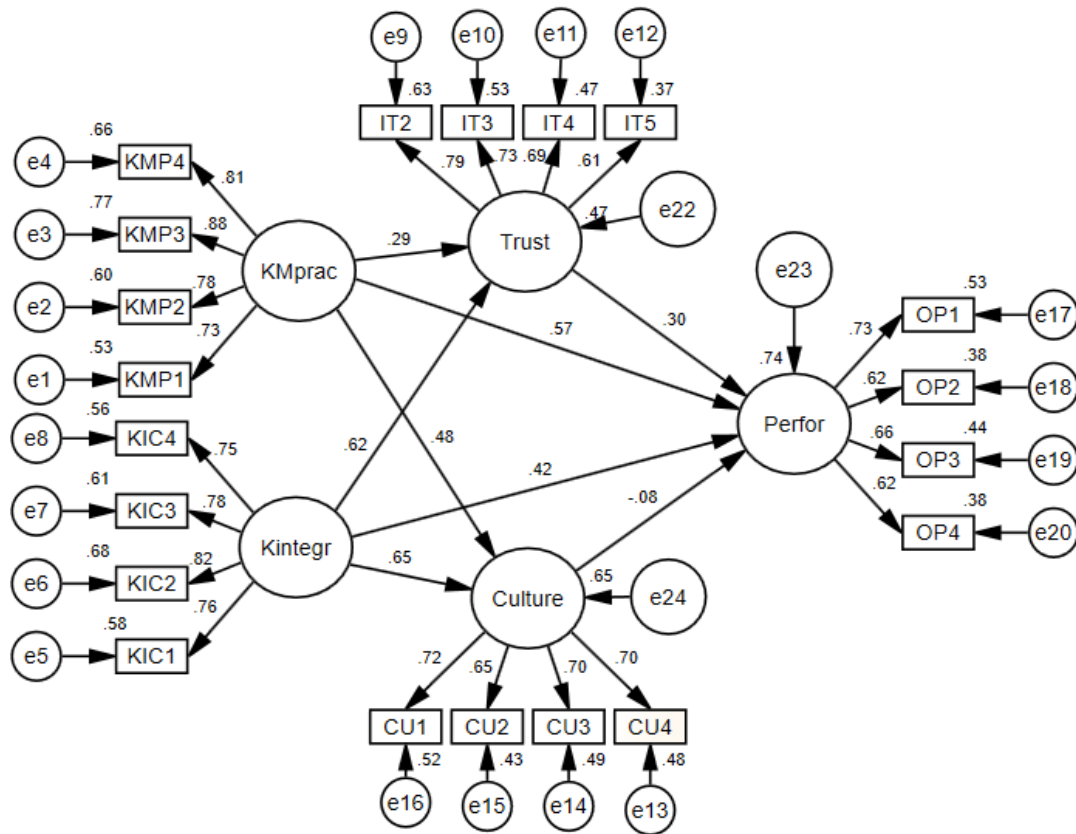


Figure II: Structural Model

## Discussion and Conclusion

This study offers some practical recommendations for the top management of the bank and government. In order to enhance the organizational performance of KIC and KMP are extremely important as the finding of this study shows the significant impact of these on organizational performance. Top management of bank needs to implement the proper knowledge management practices in order to retain employees and moreover, the role of knowledge integration capacity has a major impact on organizational performance. Similarly, the government needs to build and incorporate practices and policies to implement the knowledge integration capacity and knowledge management practices in state bank regulations. Because the state bank of Pakistan can enforce rules and policies which will ultimately grow the banking industry and its performance. This study examined the influence of KIC and KMP on organizational performance with the mediating role of interpersonal trust and culture. Firstly, KMP significant and positively contributed toward organizational performance (Valmohammadi& Ahmadi, 2015) while culture significantly mediated between KMP and OP. Internal stakeholders are controlled by a knowledge-based environment and this knowledge is enhanced through a learning culture that leads to the improvement of management decisions. Researchers expounded that employee's play significant role in KMimplementation, so top managers need to concentrate on system improvement which

enhances the satisfaction level that automatically improves organizational performance (Valmohammadi& Ahmadi, 2015; Valmohammadi, 2010).

Secondly, KMP significantly and positively contributed to organizational performance with the intervening role of interpersonal trust (Valmohammadi, 2010). Knowledge of other's intentions, which can increase interpersonal trust based on predictability leads to understanding the phenomenon of interpersonal trust which preceded by the institutional and organizational trust. So, managerial personnel of any organization needs to establish interpersonal trust which enhances the linkage between knowledge management practices and organizational performance. When employees will be confident and considered as trustful, it will lead to enhancing their working capability and improve organizational performance (Rolland & Chauvel, 2000; Mishra & Morrissey, 1990).

Thirdly knowledge integrated capacity contributed a significant role in determining organizational performance with the mediating role of interpersonal trust and culture. KIC in an organization established a culture and develops trust among employees who work efficiently and effectively. Moreover, it creates innovation and competitive advantage that influence performance. The persistent contribution in competitive advantage leads toward innovation which based on incremental integration (Grant, 1996).

### ***Implications, Limitations and Future recommendations***

This study has few limitations including limited sample size because in the context of a single sector, and during the short period of time, it is difficult to collect data from a large number of respondents. Secondly, this study considered only Pakistani context and it could be difficult to generalize findings at international level. Future studies can collect data from multiple nations which can enhance the generalizability of research findings. In the methodological perspective, this study considered already developed scales and only considered the confirmatory factor analysis for model goodness and fitness which can lemmatize its applicability and in future studies can enhance its applications by considering exploratory factor analysis and developing new scales for keeping in mind the geographical and cultural conditions. In this study, interpersonal trust and culture have considered as mediating factors but future studies can apply them as moderating factor which can be contributing as new findings. Finally, this study considers only a single time scale and based on cross-sectional time horizon while further studies can explore more generalizable findings by applying longitudinal studies.

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