

Impact of Knowledge Management Practices on Organizational Performance: an Empirical study of Banking Sector in Pakistan

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The purpose of this study was to identify the impact of knowledge management practices e.g. Knowledge acquisition, knowledge conversion, knowledge application and knowledge protection on organizational performance. For this purpose survey methodology questionnaire was used to get response from 256 banking sector respondents. Data was analyzed by using SPSS. Results have shown that knowledge management activities i.e. knowledge acquisition, knowledge conversion, knowledge application and knowledge protection results in provision of quality services to customers, high customer satisfaction, efficiency in resource utilization, more profits and overall improved organizational performance. For practitioners implication of the research is that it will provide a guide to implement knowledge management activities within the organization for organizational performance improvement.

Keywords: Knowledge management, Performance, Knowledge acquisition, knowledge conversion, knowledge application,

In the early time of industrialization reason of point of interest for an organization was physical monetary assets. In later time period firms have recognized that their procedures ought to be more smart and taking into account learning, so learning might be utilized as a wellspring to gain favorable position on competitors (Lev and Daum, 2004). World economy has changed from an item arranged to based on learning, where the central item is data or information (Walczak, 2005). Persons driving effective associations are continually attempting to hunt a most ideal path down change in execution and results. Disappointments connected with past administration choices has inspired managers to comprehend the confused yet major instrument, for example, information that leads an association to achievement. Learning administration has a few measurements and it is relevant to all fields of an association's exercises. For an association to pick up a focused edge and be effective there ought to be an adjusted gathering of human, structure and innovation. Associations ought to lean toward and coordinate exercises to deal with the scholarly portfolio and powerful learning procedure which is unrealistic without an arrangement of information administration as a noteworthy motivational source giving advantage against the thoughts. It is usual that there will be an attention on information conception, hierarchical advancement and advantage gained from it will be the significant accentuation for improvement of humanity.

In the first period of financial development assets acquired from nature are consumed. In the second stage substantial amount of cash is spent to help monetary improvement. In third stage learning is deployed. It helps progression in specialized field which upgrades profitability. High efficiency encourages keeping up a high growth rate. Information administration exercises and corporate execution are interrelated. Operationalization of learning administration exercises influences an association's execution. So if associations execute exercises identified with knowledge management with in a better way, authoritative execution is likewise upgraded. knowledge management can improve at the same time information creation in subjective and quantitative terms. It can enhance reason of information worth (Thurow, 2000). knowledge management is in the blink of an eye comprehensively connected in many countries, both created and creating, which are at diverse usage stages (Asian Productivity Organization, 2005). Information administration is a to some degree novel noticeable reality and is at early stage of its execution in Pakistan. Only a couple of associations have purposely embraced learning

administration into their structures. Likewise big multinational firms, local organizations, organizations working in development sector, banks and government establishments are dealing with information administration, yet the thought is bound to a few information structure wizards inside these affiliations. In its VISION 2030 venture, Pakistan Foresee building information based economy subordinate upon inventive society, learning, innovation and rivalry (Government of Pakistan, 2007).

There is a consistent and quick advancement in data innovation which brought about another financial age. The administration of learning has become actually most important and most regularly talked about in some business groups in the twenty first century. Current economy dependent on learning has more significance of capacity to deal with its information. It is important to deal with its assets and if information administration is precisely connected it can be a wellspring of favorable position on rivals (Jennex, 2007). The essential legitimization of any association's vicinity and ability is to create, devolution and learning appliance with reasonability (Deeds and Decarolis, 1999).

2-Research Objective:

Purpose of the study was to find out the answer of following questions.

- 1-What is the impact of knowledge acquisition on organizational performance in banking sector of Pakistan?
- 2-What is the impact of knowledge conversion on organizational performance in banking sector of Pakistan?
- 3- What is the impact of knowledge application on organizational performance in banking sector of Pakistan?
- 4- What is the impact of knowledge protection on organizational performance in banking sector of Pakistan?
- 5- What is the impact of knowledge management on organizational performance in banking sector of Pakistan?

Organizations have perceived that long term edge on rivals can be obtained from the assets that are hard to exchange, hard to gather, exceptional, difficult to substitute, verifiable in character and won't deplete with utilization (Barney, 1991; Prahalad and Hamel, 1990; Svelby, 1997). Organizations use huge quantity of cash on learning administration on the grounds that they are propelled by long term advantages which can be picked up by proficiently sorting out information resources (Lee and Sukoco, 2007). Many officials, advisors and administration personnel contend that in current environment associations accomplish an advantage point by using the learning (Nahapiet and Ghoshal, 1998). Conventional economies were subject to land and capital for creation while current economies are regarding learning as a generation component and a wellspring of advantage on rivals (Uit Beijerse, 1999). Information grounded conclusion of the association expresses that creation, affiliation and use of learning assets is a fundamental piece of an association's exercises and execution of an association can be controlled by surveying that how successfully learning is being overseen (Brown and Duguid, 1998). It is proposed that authoritative assets critical for long haul upper hand incorporates knowledgeable assets (Peter Ferdinand Drucker, 2009). It is additionally portrayed that learning environment inside of an association is approved by formation, communication and insurance of information by organizations (Conner and Prahalad, 1996).

The majority imperative characteristic of knowledge is that it is constantly special and inimitable in nature. Learning made once can't be replicated so it is a key resource for associations. So it is obligatory to deal with the hierarchical systems which bolster learning to wind up a wellspring of upper hand (Alavi and Leidner, 2001; Cabrera and Cabrera, 2002; Robert, 2002). Associations ready to viably oversee information assets are in a superior position to get the advantages of consumer loyalty, cost decrease, advancement, better choice making, speedy reaction to issues and exchange of best practices betterly (Davenport and Klahr, 1998). Knowledge management bolsters the effectively winning learning to be obtained and changed over into authoritative information which will be appropriated among and used by representatives. It likewise produces new information and believes it to the association's learning with the progression of time thus it proceeds. The administration of learning is additionally the organization of authoritative understanding which can upgrade various measurements of execution inside of an association by acting all the more wisely (Gupta and Govindarajan, 2006). It is additionally suggested that information firms have identifiable consequences of contrasts in execution (Deeds and Decarolis, 1999), so learning ought to be viewed as a vital authoritative asset (Grant, 1996).

Knowledge Definition:

Data implies crude clarifications about current, earlier period or upcoming period. Information means outlines which people find from information (Davenport and Prusak, 1997), though learning is generation of human experience on the premise of a foundation. Information is constantly controlled by an individual or an analyzing so as to gather which can be distinguished an action or process (Blackler, 1995). Knowledge is the result of deriving realities in light of a man's own skill and influenced by the conduct of its proprietor. Learning is built up on the

decision, observation and it is fused by convictions, states of mind and practices (Chyi Lee and Yang, 2000). It is data prepared in the brains of the people (Alavi and Leidner, 2001). Knowledge is likewise a singular's affair and understanding (Marwick, 2001). Knowledge is additionally profoundly significant data that can be utilized for choice making and activity (Davenport, De Long, and Beers, 1998).

Knowledge Management:

Knowledge management is the methodology of information creation, endorsement, presentation, spread and appraisal (Bhatt, 2001). Knowledge management is an arrange of philosophy, systems and specific and administrative gadgets, laid out towards making, granting, utilizing information and data inside and around an association (Bounfour, 2003). Information Management is an exact and integrative system of encouraging association wide activities of securing, making, chronicling, offering, diffusing, making and passing on learning by individuals and totals in chase for major authoritative goals (Rastogi, 2000). Management of knowledge is called as Knowledge-based management. Management of knowledge is about connecting people to people and people to information so that favorable position on opponents can be picked up. Knowledge management is more a human resource administration rather than engineering based field. It is not about how capable and condition of the specialty advancement may be used to improve efficiency of the learning. It is to some degree a movement about how people may be enlivened and motivate opportunities to best utilize their insight, comprehension and creativity by using condition of the specialty building and diverse resources for better results (I NONAKA, 2007). Learning has some fundamental parts of extensiveness, codifiability and varying character (Turner and Makhija, 2006). Since every one firm has an extraordinary mixing of the three viewpoints, everyone can have its own specific intriguing point of convergence of learning. Along these lines it is astoundingly fundamental how a firm regulates its particular information. Information use proficiencies of a firm mirror its practicality to make utilization of gained learning as inventive and enhanced items (Jantunen, 2005).

Literature review demonstrates that specialists have distinguished a lot of parts of the information administration process which incorporates catch, exchange and utilize; procure, work together, coordinate, test, make, exchange, collect and coordinate (De Long, 1997; Leonard-Barton, 1998; Skyrme and Amidon, 1998; Teece, 1998). On the premise of different elements we can bunch knowledge management exercises into four broad scopes of; "knowledge acquisition, knowledge conversion, knowledge application and knowledge protection process" (Gold and Arvind Malhotra, 2001).

These activities of knowledge management can be discussed as:

Knowledge Acquisition:

Knowledge management procedures identified with acquisition of knowledge are those identified with getting information. Achieve, seek after, produce, develop, catch and coordinate are shared terms used to depict the process of knowledge acquisition. Creation of new knowledge so as to learn existing information is a part of knowledge acquisition and prompts advancement. Development requires joining exertion and a remarkable level of expertise in knowing and securing new learning (Peter F Drucker and Drucker, 1994). The practice includes the occasions of agreeability and collection of learning. It portrays that how learning is achieved from various sources inside and outside the association (Gold and Arvind Malhotra, 2001).

Knowledge Conversion:

Knowledge management procedures identified with conversion of knowledge are those which brings about making existing learning helpful. Procedures related to conversion of knowledge incorporate an organization's ability to solidify (Davenport et al., 1998), assimilate (Grant, 1996), join, structure, coordinate (Sanchez and Mahoney, 1996) and convey learning (Zander and Kogut, 1995). Information accomplished from diverse assets inside and outside the association is ineffective in the event that it is not converted into a gainful practicable structure. It will upgrade yield and business forms (Smith, Mills, and Dion, 2010).

Knowledge Application:

Knowledge application procedures are those expected for genuine utilization of learning. No much information is in hand about consequences of learning application in the literature. It is a presumption about information application and no unequivocal confirmation. It is expected that if an association has the ability to make learning it will be connected viably (Ikujirō Nonaka and Takeuchi, 1995). Learning application qualities are capacity, recovery, application, commitment and sharing (Almeida, 1996). It is a pivotal part of administration of information. The value of individual information and knowledge management controlled by an association exists on

the variable that how successfully it is connected. Learning use encourages associations continually to change their authoritative capability into material yields (Zaim, Tatoglu, and Zaim, 2007).

Knowledge Protection:

Learning can be placed away in the firm in company's remembrance which can take the structure like printed records; masterminded material put away in electronic documents, ordered human information stockpiled in expert frameworks, composed authoritative practices. It likewise incorporates non-physical means furthermore frameworks outside the association (Zaim et al., 2007). Forms which shield the learning burglary and illicit use inside of an association fall in information security movement. To keep up favorable position on contenders it is important to secure authoritative information. Much the same as application procedures there is no extraordinary accentuation on learning insurance in the writing survey. There is a supposition that information can be ensured by licenses, copyrights, trademarks and so forth. Yet, all information can't be characterized by property laws and copyright laws (Liebeskind, 1996). Information insurance is troublesome so it ought not to be given less significance. Resources can be secured by motivating force arrangement, worker conduct parts or employment plans. Innovation can help associations to confine access to information. Despite the fact that information protection is troublesome however it is imperative for an association on the grounds that an advantage will be a premise of focused lead on the off chance that it is exceptional and testing to duplicate (Barney, 1991). For association learning wellbeing is the principle subject .To secure information requests impeccable and exhaustive techniques to affirm that information assets are innocuous unflinching. It is expected to ensure that learning is protected and recovered by just endorsed personnel (Mills and Smith, 2011).

Knowledge Management and Organizational Performance:

Performance within the organization is a persistent subject in the majority of management branches and there is a apprehension toward both instructive persons and additionally rehearsing supervisors. Performance idea has been usually perceived; however considering performance in examination setting is a testing problem confronted by specialists. It can be stated as money related efficiency, operational efficiency and productivity of an organization (Venkatraman and Ramanujam, 1986). Performance can be characterized as: "A measure of the accomplishment of organizations objectives"(Daft, 2012). Performance of an organization, from conventional perspective is typically alluded to as:" Financial performance where spending plans, resources, operations, items, administrations, markets and HR are serious to impact the general primary concern of an association" (Dixon, 1999). Monetary results of organizational efficiency are ordinarily connected to authoritative accomplishment (Thurbin, 1994). The idea of efficiency has more extensive measurements of clarifications by accentuation on knowledge gained by a firm and efficiency results connected with it, so there is a necessary to carefully manage it (Yeo, 2003).

Another perspective about efficiency is that it is the reason of advantageon contenders and it can be market efficiency as business sector situating. While business sector situating is the aggregate arrangement of learning concentrated exercises which incorporates a sorted out accumulation of present and planned data identified with clients and contenders ,composed examination of data for advancement of business sector information so it can be utilized for formulation of strategy ,usage and adjustment (Hunt and Morgan, 1995). Another perspective has concentrated on HR and determined the significance of the HR commitment in performance, which incorporates all around sorted out brought together human capital resource base, capacity to learn, distinguishing proof and responsibility of a gathering, client and shareholder contentment(Rogers, 2001).

Research Gap

When there is an improvement of knowledge management capacities association is in a superior situation to satisfy client needs by offering better services (Hunt and Morgan, 1995). Literature demonstrates that learning securing and information sharing inside of an association brought about improvement of profitability (Darr, 1995). Learning is the best huge variable for an association. Asset based perspective of association gives reasonable premise that how associations increase manageable utilizing so as to drive position learning based assets. Asset based view additionally expresses that driving organizations use their verifiable and unequivocal assets (Teece, 1998). It likewise demonstrates that the geographic area of a firm which is critical for information stream is additionally a vital benefactor to authoritative Performance (DeCarolis and Deeds, 1999). Learning based perspective of the association assumes that the information acquired by an association can make chances to end up a main association (Hendriks and Vriens, 1999). Much the same as whatever other source, viable information administration by building up the skills have to add to the key elements of efficiency (Andrew and Wayne, 2001). There has been observed that in expert administration business knowledge management framework has diminished the expense of the firm and expanded item excellence. It is additionally said that essentially all

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management of knowledge framework's goal is to lessen expenditure by applying learning accessible in an association and to enhance administration excellence by empowering information conception (Ofek and Sarvary, 2001). It is fought that if learning administration is directed appropriately it can guide a firm to the vital outcomes as expanding firm yield which will prompt upper hand, expanding responsiveness (Wiig and Jooste, 2003), augmenting scholarly resources, sustaining client reliability (Housel and Bell, 2001), expanding development and producing worth for shareholders (Amidon, 1997). Knowledge assets add to produce esteem by their coordinated effort (Youndt et al., 2004), and cooperation among these components is fundamental in a manner that value of one constituent is broadened by the presence of different segments. Information assets positively affect authoritative execution (Carmeli, 2004).

Writing demonstrates that efficiency is absolutely influenced by management of knowledge. Learning attainment and dispersion does not have a specifically constructive outcome on efficiency of an organization. A large portion of the organizations assert that adequacy and productivity in learning administration procedures are useful to performance of an organization. Knowledge management is viewed as the originator of performance (Darroch, 2005). Information assets can connote imperative execution drivers and are at the establishment of an organization's quality creation basic powers (Cuganesan, 2005). Organizational capacities upgrades because of better administration of learning which brings about the type of enhanced business procedures and better execution to convey better to the partners (Schiuma et al., 2007). Associations need to utilize inventiveness as a hotspot for nonstop upper hand. Association's should have been be versatile and ought to give new answers for the business issues for enhancement in business performance. Associations can get by in business rivalry by depending on distinctive assets yet at last effective associations contrast in information. Information is the essential piece of any association and it can join relationship building abilities and additionally it can improve mechanical advancements. Learning can enhance auxiliary effectiveness of an association to deal with its information which is obligatory for an association to develop (Schiuma, 2012).

Performance can be upgraded if hierarchical segments possess focal system positions which encourage access to crisp learning built up by different divisions inside of an association (Tsai, 2001). By recognizable proof of information advancement, learning application and learning utilizing and their distinctive impacts on performance, connections have been distinguished between learning and performance (Kalling, 2003). The asset based hypothesis expresses that associations are in a position to pick up and keep up upper hand by the offer of special some assistance with firming assets that are significant, uncommon, hard to duplicate and can't be supplanted by different assets (Amit and Schoemaker, 1993). Writing demonstrates that learning obtaining and information sharing inside of an association brought about upgrade of efficiency (Darr, 1995).

Knowledge management is comprehensively applied in many countries, both underdeveloped & developing, which are at distinctive levels of use stage (Asian Productivity Organization, 2005). However in Pakistan, learning administration is a to some degree new discernible certainty and is in the first place periods of its execution. Only a couple of associations have purposely embraced information administration into their structures. Additionally immense multinational firms, neighborhood establishments, improvement division associations, banks and government foundations are taking a shot at information administration, yet the thought is bound to two or three information structure wizards inside these affiliations. In its VISION 2030 task, Pakistan Foresee building an information economy subordinate upon imaginative society, learning, innovation and rivalry (Government of Pakistan, 2007).

Officially existing writing demonstrates that there is no much work done in Pakistan in connection of knowledge management practices and organizational. So there is a need to study effect of learning administration hones (information obtaining, information transformation, information application and learning insurance) on association execution. This study will fill this gap.

Research Model

For a company to be triumphant management of knowledge and performance are vital. Writing demonstrates that efficiency is decidedly influenced by management of knowledge. Yet, information obtaining and dissemination does not have a straightforwardly constructive outcome on performance within an organization. A large portion of the organizations guarantee that adequacy and effectiveness in management of knowledge procedures are useful to performance within an organization. Management of knowledge is viewed as the inventor of performance within an organization (Darroch, 2005). Much the same as whatever other resource, successful management of knowledge by adding to the skills have to add to the key components of performance within organization (Bovey and Hede, 2001). By improvement of information administration capacities association is in a

superior situation to satisfy client desires by contribution of better administrations (Hunt and Morgan, 1995). Information assets can imply critical performance drivers and are at the establishment of an organization's quality creation fundamental strengths (Cuganesan, 2005). Learning assets add to produce esteem by their coordinated effort (Youndt, Subramaniam, and Snell, 2004) and association among these components is essential in a manner that value of one constituent is augmented by the presence of different parts. Learning assets positively affect organizational performance (Carmeli and Tishler, 2004).

Writing demonstrates that information obtaining and learning sharing inside of an association brought about improvement of efficiency. It additionally demonstrates that the geographic area of a firm which is vital for information stream is likewise an essential benefactor to association's performance. Performance can be upgraded if authoritative segments possess focal system positions which encourage access to crisp learning built up by different divisions inside of an association (Darr, Argote, and Epple, 1995; Deeds and Decarolis, 1999; Tsai, 2001). Writing demonstrates that learning obtaining and information sharing inside of an association brought about improvement of profitability (Amit and Schoemaker, 1993; Darr et al., 1995). Information picked up by the association upgrades hierarchical limits prompting enhanced performance. Past exchanges develop a 'request of practice' that makes more successful replication of schedules (Martin and Salomon, 2003).

On the basis of literature discussed following hypothesis can be assumed:

H1-Knowledge acquisition has a positive impact on organizational performance.

Information change upgrades comprehension between workers inside of an association which brings about item and procedure innovation (Massey and Montoya-Weiss, 2006). Knowledge transformation can improve an individual ability to take action (Sabherwal and Becerra-Fernandez, 2003; Wathne, Roos, and von Krogh, 1996). Knowledge transformation of as of late increased individual learning enables improved or new meanings of issues and plans and all the more intense errand execution. For the gathering, granted data considers helpful decision making and basic thinking (Grant, 1996). On individual level, the consequence of data change can be the change of certain and express sorts of learning. At the level of the gathering, it can be bestowed taking in like manner running from inferred to express (Dyck, Starke, Mischke, and Mauws, 2005).

On the basis of literature discussed following hypothesis can be assumed:

H2-Knowledge conversion has a positive impact on organizational performance.

By recognizable proof of information improvement, learning application, learning utilizing and their distinctive impacts on execution, connections have been distinguished between information and execution. It has been watched that in expert administration industry information administration framework has lessened the operational expense of the firm and expanded item quality. It is likewise said that essentially all learning administration framework's goal is to decrease cost by applying information accessible in an association and to enhance administration quality by empowering learning creation (Kalling, 2003; Ofek and Sarvary, 2001). It is contended that if learning administration is led appropriately it can lead a firm to the vital outcomes as expanding firm yield which will prompt upper hand, expanding responsiveness, boosting scholarly resources, sustaining client faithfulness, expanding development and producing worth for shareholders (Amidon, 1997; Housel and Bell, 2001; Wiig and Jooste, 2003). The asset based hypothesis expresses that associations are in a position to pick up and keep up upper hand by the offer of one of a kind some assistance with firming assets that are profitable, excellent, hard to duplicate and can't be supplanted by different assets (Amit and Schoemaker, 1993; Darr et al., 1995).

Asset based perspective of associations gives applied premise that how associations increase feasible utilizing so as to drive position information based assets. Asset based view additionally expresses that driving organizations use their understood and unequivocal assets. Learning based perspective of the association assumes that the information acquired by an association can make chances to wind up a main association. There is simply stand out distinction which is learning between the association who are driving in the business sector and others (Hendriks and Vriens, 1999; Schatz, 1991; Teece, 1998).

On the basis of literature discussed following hypothesis can be assumed:

H3-Knowledge application has a positive impact on organizational performance.

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Learning insurance is worried with ensuring that required data resources and processors are open in adequate quality and sum, subject to obliged security. Two separating issues here are security and nature of learning resources. Guaranteeing taking in resources from incident, obsolete nature, unapproved presentation, unapproved adjustment, and mixed up retention is basic for successful information administration. Methodologies consolidate legal protection (e.g. licenses, copyrights), government disability (e.g. contracting people who can blend with the present culture and keep up current qualities and measures), and inventive affirmation (e.g. security shields). In making adequate controls to speak to the way of learning used as a piece of an affiliation, organization needs to consider two estimations: learning authenticity and data utility (Holsapple, Whinston, Benamati, and Kearns, 1996). Authenticity is worried with precision, consistency, and certification; utility is worried with clarity, significance, congruity, and hugeness. Learning insurance can prompt items and administrations that are hard to duplicate so contender can't see how to create same items and administrations which will keep up upper hand and enhanced performance (Hall, 1992).

On the basis of literature discussed following hypothesis can be assumed:

H4-Knowledge protection has a positive impact on organizational performance.

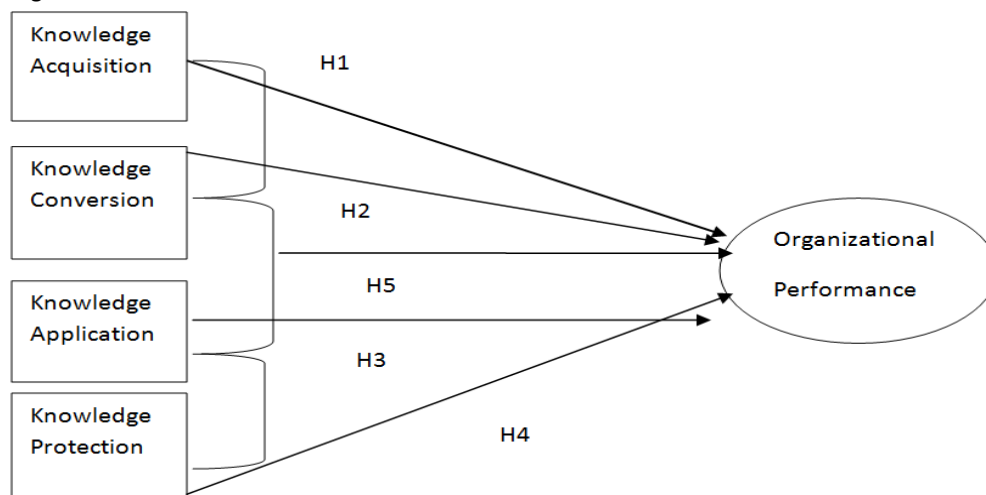
An association can improve its execution by utilization of powerful learning administration. Learning administration is a driver for association's viability and aggressiveness. Successful use of learning administration encourages a business to wind up innovative, match its battles better, popularize new items quickly, and foresee amazement and additional responsive to market varieties (Gold and Arvind Malhotra, 2001; Hlupic, Pouloudi, and Rzevski, 2002; Toften and Ottar Olsen, 2003). Associations have recognized that so as to be effective they need to consider information as quality and oversee it perfectly. Learning administration backings ventures to be snappier, additional powerful and procure additional motivating force. The productive administration of information is an esteemed activity; reason is its results to an association execution (Lim, Ahmed, and Zairi, 1999).

On the basis of literature discussed following hypothesis can be assumed:

H5-Knowledge management has a positive impact on organizational performance.

These hypothetical relationships are shown in Figure:

Fig. 1



Method

For data analysis and to draw results quantitative research methodology is used.

Sampling

In this research convenience sampling has been used because of the rationale that it is effectively reachable, there is less time consumption, less costly and key respondents are easy to decide (Sekaran, 2005). In this study our focused populace was personnel in employment in banking sector. For a few researches banking segment workers are chosen as an objective populace however just official level representatives are viewed as

essential in spite of the way that for information administration every single representative inside of the association is imperative. Particularly every one of those persons who specifically communicate with the clients is extra critical and have important data so there is required to include all in the learning administration procedure. So for this reason each single individual working in the banking segment is important. Motivation to pick banking sector is that it is very much sorted out and there is an open rivalry between distinctive banks to put forward services .In banking sector a great deal of data over-burden and banks are using so as to attempt to deal with their data innovation.

When we are deciding sample size, ratio between observations and constructs used to determine independent variables should not be beneath five .If we are failed to fulfill this criteria, there is a threat that outcomes will be specific to the example and can't be summed up for general populace (Hair, 1995).Sample size for this study is 256 which fulfils the required criteria.

Data Collection

For data collection survey methodology is used. A normal objective of survey research is to gather information illustrative of a populace. The researcher utilizes data accumulated from the review to sum up discoveries from a moved specimen again to a populace, inside the breaking points of arbitrary mistake. In quantitative examination the specialist administer a segregated, objective view to comprehend the truths (Duffy, 1987). The constructs of the instrument related to knowledge management process are adopted and modified from (Gold & Arvind Malhotra, 2001) which are total 16. Four constructs are used to measure each knowledge management activity. To measure organizational performance seven constructs are used. All constructs are listed as:

(A)	KNOWLEDGE MANAGEMENT PROCESS
1	Processes for acquiring knowledge about customers, suppliers etc.
2	Processes for generating new knowledge from existing knowledge.
3	Processes for distributing knowledge throughout the organization.
4	Processes for inter-organization collaboration.
	Processes for converting knowledge into the design of new services.
	Processes for filtering knowledge.
	Processes for absorbing knowledge from individuals into the organization.
	Processes for integrating different sources and types of knowledge.
9	Processes for applying knowledge learned from mistakes and experiences.
10	Processes for using knowledge in development of new services.
11	Processes for using knowledge to solve new problems.
12	Processes for making knowledge accessible to those who need it.
13	Processes to protect knowledge leakage inside and outside the organization.
14	Incentives that encourage the protection of knowledge.
15	Technology that restricts access to some sources of knowledge.
16	Processes to protect knowledge from theft within and outside the organization.

(B)	
1	Organization is growing faster.
2	Organization is more profitable.
3	Organization is achieving higher customer satisfaction

4	Organization is Providing higher quality services.
5	Organization is efficient in using resources.
6	Organization is using internal processes oriented to quality.
7	Organization is Delivering orders quicker.

The constructs utilized as a part of this survey are all around explained by text review. Numerous items were utilized to quantify distinctive ideas in the instrument. It is regularly viewed as that various thing measures will enhance the confirmation that the develops under study are absolutely judged and the variable will be measured all the more dependably (Churchill Jr, 1979). For information gathering reason survey were presented on the persons to whom I have individual contacts and in addition I went to diverse bank offices to convey the poll to different persons. I was in a position to gather 256 useable responses which is as per the given criteria dictated by specialists (Hair, 1995).

Results

After information gathering information was coded and entered into spss software so that information can be broke down by applying diverse measurable apparatuses. Information is coded with the goal that it can be ordered and easy to analyze and compare different groups.

Reliability Analysis of the Scale

Chronbac alpha is utilized to gauge the dependability of the information. It was discovered by Lee Cronbach in 1951 (Cronbach, 1951) ,to give a gauge of within stability of an investigation or scale; it is conveyed as a digit somewhere around 0 and 1. inner consistency delineates the extent to which every one of the things in a test calculate the same thought and develop it is connected with the between relatedness of the things inside the test. Inner reliability must be resolved prior to a test may be used for examination or examination purposes to ensure authenticity. Moreover, unwavering quality appraisals demonstrate the measure of estimation misstep in a test. As the assessment of steadfastness extends, the some portion of a test score that is inferable from mistake will reduce (Nunnally and Bernstein, 1994). In the event that the things in a test are related to each other, the estimation of alpha is expanded. On other hand, a high coefficient alpha does not by and large mean an abnormal state of inward consistency. This is in light of the fact that alpha is affected by the length of the test. Accepting that the test length is exorbitantly short, the estimation of alpha is diminished. Alpha can take values from 0.7 to 0.95 (Bland and Altman, 1997; Nunnally and Bernstein, 1994; Streiner, 2003). In this manner, to expand alpha, more related things testing the same thought must be added to the test (Streiner, 2003). (George and Mallery, 2003) if the accompanying general guidelines: Alpha equivalent to or more prominent than .9 is superb, Alpha equivalent to or more noteworthy than .8 is Good, Alpha equivalent to or more prominent than .7 is satisfactory, Alpha equivalent to or more noteworthy than .6 is Questionable, Alpha equivalent to or more prominent than .5 is Poor, and Alpha equivalent to or more prominent than .5 is Unacceptable.

Table 1
Reliability Statistics

Scale	Cronbach's Alpha
Total Scale	.957
Knowledge Management	.939
Knowledge Acquisition	.870
Knowledge Conversion	.796
Knowledge Application	.840
Knowledge Protection	.816
Organizational Performance	.925

Reliability coefficient Alpha for all five variables and 23 constructs is .957 which shows a high reliability and consistency of the scale used in this study. Reliability coefficient Alpha for all 16 constructs of knowledge management is .939. Reliability coefficient Alpha for knowledge acquisition four constructs is .870, for knowledge conversion .796, for knowledge application .840, for knowledge protection .816 and organizational performance 7 constructs is .925 which shows a high reliability and consistency of the knowledge management and organizational performance scales used in this study (George & Mallery, 2003). So the constructs used for this study are well explaining the overall needed to measure and the results will be more reliable, consistent and replicable.

Table-2
Respondent Gender Profile

	Frequency	Percent
Male	192	75.0
Female	64	25.0
Total	256	100.0

Table 2 shows that out of 256 respondents 192 are male and 64 are females. Males are 75 % of total sample while females are 25% of total sample.

Table 3
Respondent Age Profile

Age Group	Percent
21-25	18.4
26-30	43.4
31-35	18.4
36-40	8.2
41-45	4.7
46-50	3.5
51-55	2.3
56-60	1.2
Total	100.0

Table shows age wise no. of respondents in our sample. Out of 256 respondents 47 belong to age group of 21-25 which is 18.4 % of total population, 26-30 years are 111 which is 43.4 %, 31-35 are 47 which is 18.4%, 36-40 years are 21 which is 8.2%, 41-45 years are 12 which is 4.7 %, 46-50 years are 9 which is 3.5%, 51 to 55 years are 6 which is 2.3 % and 56-60 years are 3 which are 1.2 % of total respondents.

Table 4
Respondent Experience Profile

Experience In Years	Percent
1-5 Years	53.9
6-10 Years	25.0
11-15 Years	8.6
16-20 Years	5.9
21-25 Years	4.7
26-30 Years	.8
36-40 Years	1.2
Total	100.0

Table shows experience was detail of respondents. Total no. of respondents between experience level 1-5 year are 138 which are 53.9 % ,between 6-10 are 64 which are 25% ,between 11-15 are 22 which are 8.6% ,16-20 are 15 which are 5.9%, 21-25 are 12 which are 4.7%, 26-30 are 2 which are .8% and 36-40 year are 3 which are 1.2% of total respondents.

Correlation

Pearson's association coefficients (r) can take regard from -1 to +1. It appears if there is a positive relationship or a negative relationship (Pallant, 2005). If r is under 0.33 it is perceived to be a powerless relationship; if r is some place around 0.34 and 0.66 it displays a mid-range quality relationship; and if r is between 0.67 also 0.99 it demonstrates a strong relationship (Somekh and Lewin, 2005) .In table 5 value of Pearson's correlation varies from medium to high but it is in the acceptable range.

Table 5
Pearson Correlations

	Knowledge Management	Knowledge Acquisition	Knowledge Conversion	Knowledge Application	Knowledge Protection	Organizational Performance
Knowledge Management	1					
Knowledge Acquisition	.927**	1				
Knowledge	.847**	.740**	1			

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Conversion Knowledge Application	.908**	.805**	.682**	1		
Knowledge Protection	.857**	.722**	.600**	.714**	1	
Organizational Performance	.767**	.712**	.583**	.719**	.695**	1

. Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

To analyze a relationship between two variables, one must quantify them two somehow. Regression analysis is a factual instrument for the examination of relationship between variables. As a rule, the examiner tries to take in the causal effect of one variable upon a substitute. To explore such issues, the examiner accumulates data on the basic variables of Concern and uses regression to decide the quantitative effect of the causal variables upon the variable that they affect. The agent moreover usually assesses the "statistical significance" of the expected associations, that is, the level of certainty that the precise relationship is close to the evaluated relationship. Regression analysis with a single explanatory variable is termed "simple regression "(Sykes, 1993).

H1-Knowledge acquisition has a positive impact on organizational performance.

Table-6
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.712 ^a	.507	.505	.72280

a. Predictors: (Constant), Knowledge_Acquisition

Pearson’s coefficient correlation r between knowledge acquisition and organizational performance is .712 which shows a strong positive relationship knowledge acquisition and organizational performance (Somekh & Lewin, 2005). R Square is called the coefficient of determination and it is defined as the percentage of variance explained by the regression model. So it is convenient to measure the success of forecasting the dependent variable from independent variables (Rao & Inference, 1973). The value of R square is .507, which tells us that knowledge acquisition can account for 50.7% of the variation in organizational performance. Knowledge acquisition is not explaining 49.3% variation in knowledge acquisition; we can say that this variation is due to other factors not under investigation.

Table-7
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	136.229	1	136.229	260.757	.000 ^b
Residual	132.699	254	.522		
Total	268.928	255			

Dependent Variable: Organizational_Performance

b. Predictors: (Constant), Knowledge_Acquisition

This table provides information about how much the model has improved the prediction of the outcome compared to the level of inaccuracy of the model (Field, 2009). F ratio in the table is 260.57 which is significant at p<.001. Here significance level is .000 which is less than .001. So model is good fit.

Table 8
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	B	Std. Error	Beta		
(Constant)	.995	.152		6.550	.000
Knowledge Acquisition	.724	.045	.712	16.148	.000

Dependent Variable: Organizational_Performance

The table shows model parameters in terms of value. The table shows that value of constant term is .995, which will not be effected by any variable while coefficient of regression line is .724 which shows that one unit change in knowledge acquisition will cause a .724 unit positive change in organizational performance. So hypothesis H-1 is proved and it is true.

H2-Knowledge conversion has a positive impact on organizational performance.

Table-9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.583 ^a	.339	.337	.83636

Predictors: (Constant), Knowledge_Conversion

Pearson's coefficient correlation r between knowledge conversion and organizational performance is .583 which shows a moderate positive relationship between knowledge conversion and organizational performance (Somekh & Lewin, 2005). The value of R^2 is .339, which tells us that knowledge conversion can account for 33.9% of the variation in organizational performance. Knowledge conversion is not explaining 66.1% variation in knowledge conversion; we can say that this variation is due to other factors not under investigation.

Table-10

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	p
Regression		91.256	1	91.256	130.460	.000 ^b
Residual		177.672	254	.699		
Total		268.928	255			

Dependent Variable: Organizational_Performance

Predictors: (Constant), Knowledge_Conversion

Table 11

Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	t	p
	B	Std. Error	Beta		
(Constant)	1.013	.210		4.821	.000
Knowledge_Conversion	.685	.060	.583	11.422	.000

Dependent Variable: Organizational_Performance

Table 10 provides information about analysis of variance-ratio is the measure of how much the model has improved the prediction of the outcome compared to the level of inaccuracy of the model (Field, 2009). F ratio in the table is 130.57 which is significant at $p < .001$. Here significance level is .000 which is less than .001. So model is good fit.

Table 11 shows model parameters in terms of value. The table shows that value of constant term is 1.013, which will not be effected by any variable while coefficient of regression line is .685 which shows that one unit change in knowledge conversion will cause a .685 unit positive change in organizational performance. So hypothesis H-2 is proved and it is true,

H3-Knowledge application has a positive impact on organizational performance.

Table-12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	.719 ^a	.516	.515	.71555

Predictors: (Constant), Knowledge_Application

Pearson’s coefficient correlation r between knowledge application and organizational performance is .719 which shows a strong positive relationship between knowledge application and organizational performance (Somekh & Lewin, 2005). The value of R^2 is .516, which tells us that knowledge application can account for 51.6% of the variation in organizational performance. Knowledge application is not explaining 48.3% variation in knowledge application; we can say that this variation is due to other factors not under investigation.

Table-13
ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	p
Regression	138.878	1	138.878	271.240	.000 ^b
Residual	130.051	254	.512		
Total	268.928	255			

Dependent Variable: Organizational_Performance

Predictors: (Constant), Knowledge_Application

Table 13 provides information about analysis of variance-ratio is the measure of how much the model has improved the prediction of the outcome compared to the level of inaccuracy of the model (Field, 2009). F ratio in the table is 138.878 which is significant at $p < .001$. Here significance level is .000 which is less than .001. So model is good fit.

Table-14 Coefficients

Model	Unstandardized Coefficients			t	p
	B	Std. Error	Beta		
(Constant)	.782	.162		4.839	.000
Knowledge_Application	.761	.046	.719	16.469	.000

Dependent Variable: Organizational_Performance

The table shows model parameters in terms of value. The table shows that value of constant term is .782, which will not be effected by any variable while coefficient of regression line is .761 which shows that one unit change in knowledge application will cause a .761 unit positive change in organizational performance. So hypothesis H-3 is proved and it is true.

H4-Knowledge protection has a positive impact on organizational performance.

Table-15
Model Summary

Model	R	R Square	Adjusted R	Std. Error
1	.695 ^a	.484	.482	.73937

Predictors: (Constant), Knowledge_Protection

Pearson’s coefficient correlation r between knowledge protection and organizational performance is .695 which shows a strong positive relationship between knowledge application and organizational performance (Somekh & Lewin, 2005). The value of R^2 is .484, which tells us that knowledge protection can account for 48.4 % of the variation in organizational performance. Knowledge application is not explaining 51.6 % variation in organizational performance; we can say that this variation is due to other factors not under investigation.

Table-16
ANOVA

Model	Sum of Squares	Df	Mean	F	p
Regression	130.073	1	130.073	237.935	.000 ^b
Residual	138.855	254	.547		
Total	268.928	255			

Dependent Variable: Organizational_Performance

Predictors: (Constant), Knowledge_Protection

Table 16 provides information about analysis of variance-ratio. It is the measure of how much model has improved the prediction of the outcome compared to the level of inaccuracy of the model (Field, 2009). F ratio in the table is 237.935 which is significant at $p < .001$. Here significance level is .000 which is less than .001. So model is good fit.

Table-17
Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.802	.171		4.693	.000
Knowledge_Protection	.776	.050	.695	15.425	.000

Dependent Variable: Organizational_Performance

The table shows model parameters in terms of value. The table shows that value of constant term is .802, which will not be effected by any variable while coefficient of regression line is .761 which shows that one unit change in knowledge application will cause a .761 unit positive change in organizational performance. So hypothesis H-4 is proved and it is true.

H5-Knowledge management has a positive impact on organizational performance.

Table-18
Model Summary

Model	R	R Square	Adjusted R Squar	Std. Error of the Estimate
1	.767 ^a	.588	.586	.66061

Predictors: (Constant), KNOWLEDGE_MANAGEMENT

Pearson's coefficient correlation r between knowledge management and organizational performance is .767 which shows a strong positive relationship between knowledge management and organizational performance (Somekh & Lewin, 2005). The value of R^2 is .588, which tells us that knowledge management can account for 58.8 % of the variation in organizational performance. Knowledge management is not explaining 41.2 % variation in organizational performance; we can say that this variation is due to other factors not under investigation.

Table-19
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	158.082	1	158.082	362.237	.000 ^b
Residual	110.847	254	.436		
Total	268.928	255			

Dependent Variable: Organizational_Performance

Predictors: (Constant), Knowledge_Management

Table 19 provides information about analysis of variance-ratio. It is the measure of how much model has improved the prediction of the outcome compared to the level of inaccuracy of the model (Field, 2009). F ratio in the table is 362.237 which is significant at $p < .001$. Here significance level is .000 which is less than .001. So model is good fit.

Table-20 Coefficients

Model	Un-standardized Coefficient		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

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1	(Constant)	.217	.169		1.283	.000
	Knowledge_Manageme	.942	.049	.767	19.033	.000

Dependent Variable: Organizational_Performance

The table shows model parameters in terms of value. The table shows that value of constant term is .217, which will not be effected by any variable while coefficient of regression line is .942 which shows that one unit change in knowledge management will cause a .942 unit positive change in organizational performance. So hypothesis H-5 is proved and it is true.

Discussion

First hypothesis of our study was: H1-Knowledge acquisition has a positive impact on organizational performance. Results of this study show that Knowledge acquisition has a significant positive impact on organizational performance.

Second hypothesis of our study was: H2-Knowledge conversion has a positive impact on organizational performance which is also proved by our study results. Results of H1 & H2 are supported by (Darr et al., 1995; Deeds & Decarolis, 1999).

Third hypothesis of our study was: H3-Knowledge application has a positive impact on organizational performance which is proved by our study results and supported by already studies (Kalling, 2003; Ofek & Sarvary, 2001; Wiig & Jooste, 2003).

Fourth hypothesis of our study was: H4-Knowledge protection has a positive impact on organizational performance .Our study result also prove this hypothesis and it is supported by previous studies (Vaccaro, Parente, & Veloso, 2010).

Fifth hypothesis of the study was: H5-Knowledge management has a positive impact on organizational performance. Hypothesis H5 is proved by our study results which is supported by previous studies (Holsapple & Wu, 2011; Liao & Wu, 2009).

Results of this study show that there is a positive impact of knowledge acquisition, knowledge conversion, knowledge application, knowledge protection on organizational performance. Knowledge creation, transfer and application are necessary for an organization's survival. In absence of knowledge management activities organizations will suffer in case of high employee turnover. Especially in case of services sector where deliverable is inseparable and customized solution is needed in response to a query. In absence of knowledge management a permanent customer whose background information is already with the organization but not being managed properly can be lost. Knowledge will be utilized by organizational staff for performing routine activities. Knowledge gained by employees and utilized in routine business activities results in creativity which results in product or service innovation. Product or service innovation leads an organization to customer satisfaction. Knowledge management also reduces product or service cost by enhancing operational flow and reducing wasteful activities. By implementing knowledge management activities organizations can gain advantage in the form of high quality products and services. By managing knowledge firm's can also respond quickly to the environmental changes. In this way organizations can retain existing as well as new customers providing them frequently innovative products and services. It will result loyal customers and more financial gains. So organizations which are in lack of implementing knowledge management systems can improve their performance by implementing knowledge management practices adopted by other successful organization, s. There is also need to identify other factors which can effect knowledge management. Without considering their importance some organizations implemented knowledge management systems but failed to achieve desired objectives. Results of this study are in conformation to already studies. (Vaccaro et al., 2010) Expressed that learning administration instruments are specifically connected to higher money related performance. (Holsapple and Wu, 2011; Liao and Wu, 2009) Identified the effect of information administration on performance within an organization and results affirmed learning administration is high performance within an organization. Associations which have effectively executed learning administration exercises are in a superior position to collect information about their current clients future prerequisites, learning increased about clients can be saved in archives, there will be no threat of personnel turnover in light of the fact that a large portion of the information controlled by individual's is organizational resource. Organization's can change over learning picked up from clients and personnel's into helpful shape with the goal that it can be utilized as a part without bounds for operational exercises and additionally key choice making. Information gained and changed over from diverse sources is useless unless association does not make a difference it into its operations and also vital choice making. Information administration empowers associations to

guarantee that learning ought to be connected where it is required and old information is disposed of. If there is a chance that all the learning gained by an association is open to immaterial persons inside of an association and in addition different associations it won't give point of preference to the association as business sector pioneers, so information controlled by an association ought to be secured. So associations can ensure its information by executing learning administration exercises which will upgrade its execution by minimizing chances of corporate intelligence.

Conclusion

The results of this study demonstrate that information knowledge management exercises improve the performance of an organization. So if businesses need to enhance their performance they ought to improve information administration exercises inside of the association which will bring about upgrade of development capacity of a firm and in addition performance. Without information administration associations are continually rethinking the wheel while learning administration guarantees that associations influence their current learning resources for be imaginative and market pioneer.

Research Implications

The findings of this research will help researchers as well as practitioners to :

1-Enhance the understanding about organizational knowledge management activities i.e. Knowledge acquisition, knowledge conversion, knowledge application & knowledge protection for enhancement in organizational performance.

2-By using theoretical view of knowledge management activities considered in this study practitioner can implement knowledge management activities which will result in efficient knowledge management and enhancement in organizational performance.

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