

Shami, Ghulam Mustafa; Rehman, Chaudhry Abdul; Bin Dost, Muhammad Khyzer

Article

Knowledge sharing and business process: The mediating role of organizational factors

Pakistan Journal of Commerce and Social Sciences (PJCSS)

Provided in Cooperation with:

Johar Education Society, Pakistan (JESPK)

Suggested Citation: Shami, Ghulam Mustafa; Rehman, Chaudhry Abdul; Bin Dost, Muhammad Khyzer (2019) : Knowledge sharing and business process: The mediating role of organizational factors, Pakistan Journal of Commerce and Social Sciences (PJCSS), ISSN 2309-8619, Johar Education Society, Pakistan (JESPK), Lahore, Vol. 13, Iss. 2, pp. 436-454

This Version is available at:

<https://hdl.handle.net/10419/201000>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by-nc/4.0/>

Knowledge Sharing and Business Process: The Mediating Role of Organizational Factors

Ghulam Mustafa Shami
The Superior Univreisty, Lahore, Pakistan
Email: g.m.shami@gmail.com

Ch Abdul Rehman
The Superior Univreisty, Lahore, Pakistan
Email: ceo@superior.edu.pk

M. Khyzer Bin Dost (Corrospounding author)
The Superior Univreisty, Lahore, Pakistan
Email: Khyzer_bin_dost@hotmail.com

Abstract

Knowledge is considered as a vital asset, an important fundamental driver and significant resource in banking industry. In current era, banks face positive consequences of sharing knowledge in workplace. Knowledge management is significant and reliable source for achieving excellence in organizational performance. But there is thirst in literature to have research on knowledge sharing and its significance in improving the business process of banking sector. This research has been designed to empirically investigate the significance of knowledge sharing on a business process with the mediating role of organizational factors. The researchers collect data through a self-administrative questionnaire. Drawing on insights from 200 valid respondents from various banks of Pakistan, SEM and Path modeling approach is used to examine the relationships between knowledge sharing and business process, using AMOS software. The finding of the study demonstrates that the organizational culture factors and knowledge sharing practices directly improve the banking performance and process in Pakistan. The statistical test accepted the hypothesis that intrinsic organizational factors mediated the business process through knowledge sharing at a 1% level of significance. The research is valuable as it provides useful information related to bank employees to engage in knowledge sharing practices.

Keywords: knowledge sharing, business process, banking sector, organizational culture factors and trust factors.

1. Introduction

There exists an intricate relationship between knowledge sharing of the firms and their business process. The firm knowledge sharing capability decides their performance rather than their allocating efficiency (Abualoush et al., 2018). This ability ultimately decided their performance. This perception has given rise to an interest in knowledge management rather than knowledge for its own sake. There are many studies conducted

in the past that merely focus on knowledge management (KM) understanding and their significant factors. However, some studies examined issues related to performance measurement, and issues of KM as well as the influence of KM in the innovation. There is less literature available on this study, that give attention on the association of knowledge sharing and business processes as well as operational factors.

Knowledge sharing (KS) is a vital segment for all associations, particularly to bank organizations seeking knowledge as an elusive and well looked for after resource. In recognizing the focused and quickly evolving condition, KS plays a critical role since it empowers intellectual reuse as well as the restoration of learning that is controlled by bank employees. Abuazoum et al. (2013) underlined that these associations should consistently provoke their employees to share profitable data with the goal that their scholarly capital can be utilized.

There is a dire need for financial organizations to value their assets/resources to achieve competitive advantage in the current financial crisis of Pakistan. Furthermore, among every other area, the prime segment is a financial division where the board of learning is as critical as blood for life. That's why the main emphasis of this research is the banking sector of Pakistan. There are such a large number of determinants, which are influencing this procedure including organization culture factor (OCF) and trust factor (TF). These are the elements, which influence knowledge sharing (KS) and knowledge creation (KC). The way toward sharing and creating requires the beneficial outcomes from these factors. The focal point in this regard is an organizational culture that must be supportive of the creation and sharing of knowledge. This study examines the significance of the relationship between knowledge sharing practices and organizational business process and investigates the indirect impact of organizational culture factors on the above-mentioned relationship. There is thirst in literature to have research on knowledge sharing and its significance in improving the business process of banking sector. The research will give a theoretical model for improving individual performance. Because it will gives a layout to understand the basic factors of employee performance. This research also provides a systematic mechanism for knowledge sharing and employee performance through organizational culture factors. The finding of this study will demonstrates the organizational culture factors and knowledge sharing practices directly improve the banking performance and process in Pakistan.

2. Theoretical Background & Conceptual Framework

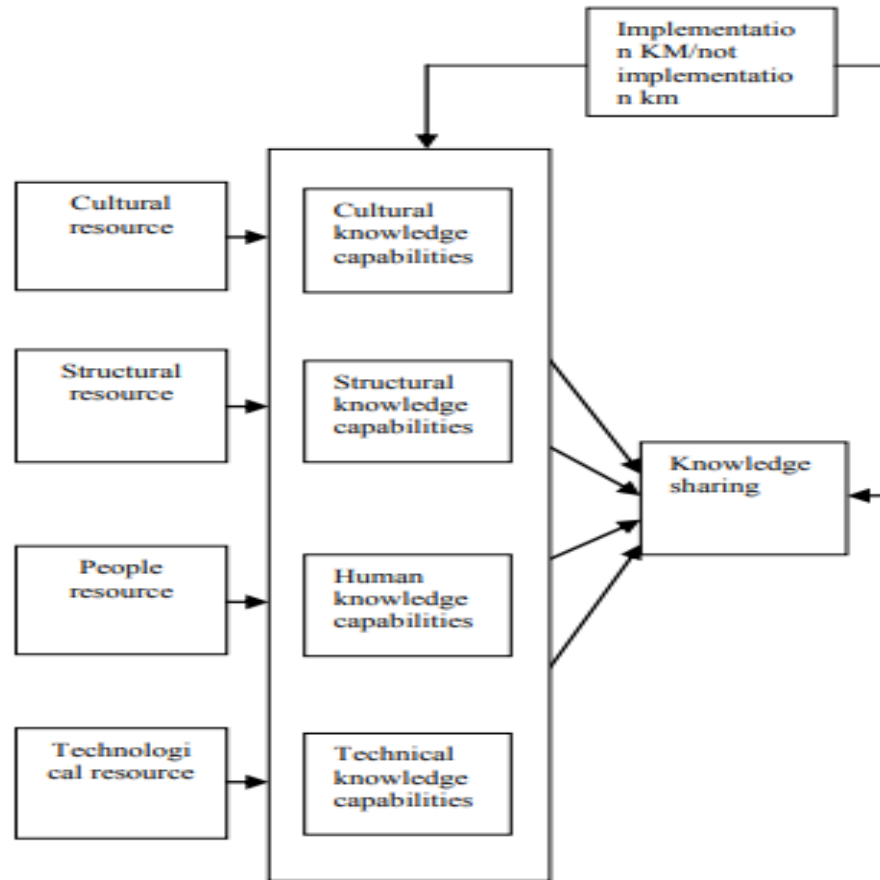
This section will emphasize on clarifying the theoretical background and conceptual framework with sound backing from the literature. Initially it will answer the study question.

2.1 Research Question

How do knowledge sharing (KS) practices impact on the business process with the intervening role of organizational factors?

According to North & Kumta (2018), Firms are not only need to save their knowledge but for better performance the firms are need to share knowledge with employees and groups. KS can be defined as the increase of data and information all through the organization.

KS assumes a basic job in the hierarchical procedure since it encourages an association to exchange new thoughts or provisions. At the point when workers are interfacing among each other for thought age, it advances the sharing of information among them. Learning distribution empowers the stream of information among the peoples, expert groups and organization (Cooper et al., 2019). It also facilitates the flow of information from leaders towards employees. Furthermore, knowledge sharing helps out to find out the difficulties in the participation of others in organized group activities.



Source: Lekhawipat et al., 2018

Figure 1: Framework for Linking Organizational Business Process to Knowledge Sharing Practices

2.2 Knowledge Sharing Practices

There are various studies on knowledge sharing process. To understand the concept of knowledge sharing we have to select different definitions on knowledge sharing presented by different renowned researchers. Cooper et al., (2019) defined the term knowledge sharing as “Knowledge sharing can be defined as a social communication

ethnicity, connecting the exchange of worker information, skill, and ideas through the whole section or association.” According to Bavik, Tang & Shao (2018) “Knowledge sharing can be defined as the intentional societal procedure to transmit, attract and use again the obtainable information in order to serve an organizational end.” Sethumadhavan (2017) explained the term KS as “It is a methodical procedure to generate, obtain, create, study, contribute to and employ information and practice to achieve organizational goal. According to Argote and Ingram (2000) define that the organizations is effecting in now a days with knowledge sharing practices. Cabrera and Cabrera (2002) agree on that the knowledge organizations have two dimensions that degree of articulation and degree of aggregation. The degree of articulation can be categorizing in different ways. Another very popular researcher Naidoo (2016) is divided knowledge into two types of tacit knowledge and explicit knowledge, which refer to make the sense for transferring and communication of knowledge to others. Some researchers differentiated between codified and tacit knowledge (Hall, 2006), for which knowledge can be articulated and capture in books. The degree of aggregation is further divided into individual and collective type of knowledge that knowledge is held by the person in his mind and is embedded in the interactions among team members (Boh, 2007).

- **H₁:** KS has direct and significant relationship with business process of the organization.

2.1.1 Trust Factor

The concept of employees trust in management means that organizational leaders will take such types of action, which will be beneficial for employees (Dobni & Sand, 2018). Trust is represented as the most important motivation for organizational performance through knowledge sharing process (Tyagi & Dhar, 2016). Trust is another important variable of this study because the element of trust is important for both means for employees and for the organization. The organization requires the trust of its employees for success and employees want the trust of organization for their jobs. The trust of the employee is favorable for the working of the organization and that trust requires some few things to both some for employees and some for the organization. The organization wants the trust in the shape of commitment, the loyalty of the employees and the positive attitude of the employees. If the trust between organization and employees were good, that would be beneficial for sharing and creation of knowledge in an organization. According to the interviews of the different officers, trust is one of the basic needs for both according to their wants (Argote & Guo, 2016).

- **H₂:** KS has direct and significant relationship with trust of the employees.

2.3 Business Process

Berman et al., (2019) expressed that organizations invest incredibility in the process of business. Business is set of actions and rational activities that are performed to achieve the best outcomes. According to Blomkvist et al., 2018 in past the business information is well ordered and systematic and a form of basic business where information are associated. The information and experience typically dwell just in people's minds, and in this way, the exchange of learning and experience expressly to business forms is troublesome. According to Mohamed et al. (2016) argued that after retirement or

changing positions of the employees, knowledge of previous organization retains in them. Business Process also fabricates the hierarchical memory for conducting various business activities. primary period of business-learning forms underscores recovering and supporting business information (Chan and Chao, 2008).

Business process management is the basic component of creating successful hierarchical administration. The performance can be easily identified through cost estimation and monetary goals (Peng et al., 2016). Huang et al. (2018) analyzed that the performance of the organization was ignored previously. There is a strong bond between performance and leadership in the organization. Mendling et al. (2018) also narrated that organizational performance can be estimated from both monetary and marketing related activities. Financial measures incorporate the return on investment (ROI), development as well as the price of industry products. Another important factor in performance management is quality management practices. It was clearly observed by Rosemann & vom Brocke (2015) that organizational performance management should be started with the start of business to set quality benchmarks. The condition of time-enlistments induces business process vary with the passage of time. Hence, a business must have capabilities to adjust to these changes and this is only possible by virtue of efficient knowledge management (Alkhuraiji et al., 2016). Thus, associations need to create components to recognize glitches in business forms. Organizational information production generates new information that provided valuable answers to business process challenges (Oyemomi et al., 2016).

- **H₃:** Knowledge production has direct and significant relationship with business process.

2.4 Organizational Culture Factors (OCF)

Past research-based approaches showed great interest towards organizational operational factors that sustain triumphant Knowledge sharing and business process (Abualoush et al., 2018). The reconciliation of Knowledge sharing and business process is a multifaceted procedure and incorporate factor that be capable of conceivably impact productive combination of business in sequence forms. Furthermore, these variables can positively affect business-procedures and learning sharing incorporation venture results, though the absence of these components can make difficulties amid or after business-procedures and information sharing combination. The research gives distinctive alternatives with respect to the issues which are serious for the effective mix of business process and learning distribution incorporation, accountable for dissatisfaction (Chan and Chau, 2005).

Various researchers have assorted perspective towards serious sensation issues for business process and KS. Numerous researchers, for example, Crossan et al. (1999), suggest that the components scopes which are the major to the accomplishment of business process and information distribution framework 4 combination expects to find basic achievement issues, together with peak administration backing and training on fresh business forms. According to Damanpour (1991) proposes basic hierarchical variables, for example, business-process determination, authoritative structure, and preparing, social and basic administration. According to Darroch and McNaughton (2002) contend that while taking into account factor for business process and information distribution joining, top needs should incorporate responsibility by best administrators, comprehension of

vital objectives, educated reconciliation groups, hierarchical promise to change, execution measures, and workers' welfare. According to Oyemoomi et al. (2015), for hierarchical elements to be instrumental in deciding the achievement of business-procedures and information sharing combination, clear comprehension of execution goals is essential. Along these lines, this examination centers around three parts of authoritative components, that is, initiative help, learning and preparing, and correspondence. Recently Hassan et al. (2018) explored the significance of these variables. They analyzed the two-dimension aspects of knowledge sharing and knowledge creation with work behavior

- **H₄:** Organizational culture factors (OCF) positively mediates the relationship between knowledge sharing practices and business process of the organization

2.4.1 Leadership Support

Campanella et al. (2018) also certified that leadership support has an important effect on the combination between KS and business process. Research conducted by Chan & Chao (2008) revealed that leadership support is crucial for the successful business process.

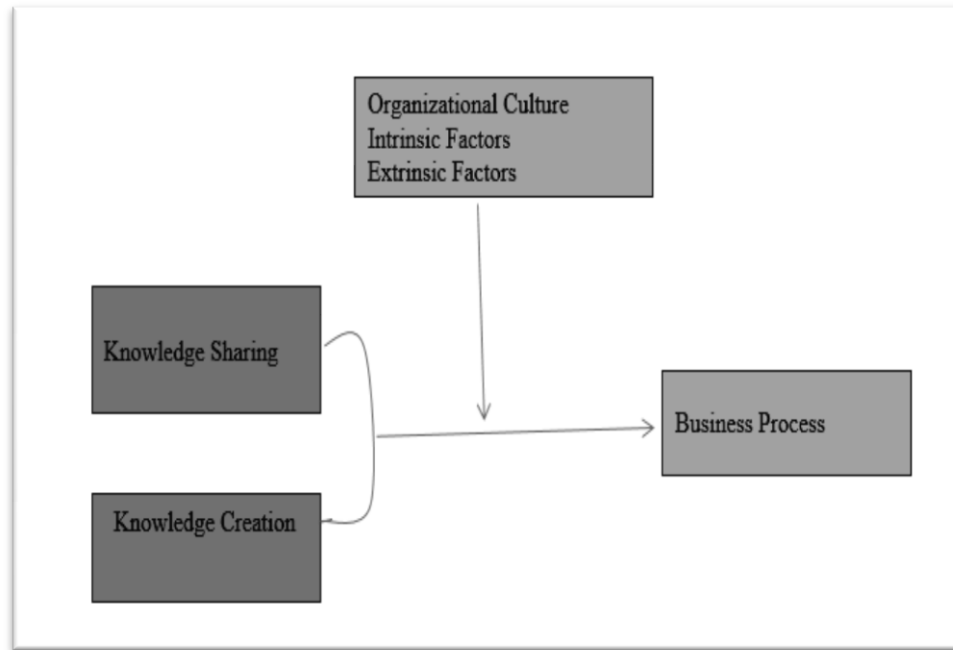
Esparcia et al. (2015) analyzed various forms of leadership and stated that leadership is one of the most seasoned interferences and marvels in the world. He further endeavored the idea of authoritative leadership from the research of various cultures. With the progress of human culture, organization culture also became more complex. Leadership was also developed according to the development of human culture and civilization. Similarly, the meaning for leadership and popularity-based leadership has been developed. These diverse definitions and styles have added to the way that there has been no certain, very much created the meaning of vote-based initiative. Besides, a current meta-investigation achieved comparable conclusions that there have been calculated uncertainty and operational irregularity in the course of the most recent 4 many years of research on vote-based authority. While these distinctive definitions and styles have concentrated on just the attributes of law-based authority inside little gatherings and associations, the initiative writing has considered fair leadership in the different setting of vote-based developments. Along these lines, it is basic for scientists to address this issue; particularly in various political, socio-economical, and social circumstances and situations around the globe.

Mohamed et al. (2018) while studying the paradigm recommends that onset of leadership helps occur at first stage of the business. An efficient, as well as effective leadership support is required along with proper combination of business process and KS practices to overcome challenges in the way forward. However, successful integration of business process and KS require the complete contribution of top management. Top management should also be given that the essential assets and leadership. The main role of management in this regard is the effective collaboration of organizational strategies. Top management is also responsible for the establishment of considerate of qualities and boundaries as well as establishing well performance objectives for the above mentioned combination.

H₅: Leadership support has direct and significant relationship with knowledge sharing practices.

3. Theoretical Framework

On the basis of theoretical and conceptual framework, according to Abualoush et al., 2018 Knowledge sharing and creation can boost the business process. This study will



examine the business process and knowledge sharing practice relationship with mediate role of organizational culture factors.

3.1 Aim/Purpose

The main purpose of this research is to investigate the relationship between KS practices and organizational business process with the mediating role of organizational culture factors in banking industry of Punjab, Pakistan. Moreover,

- To conclude the position of KS practices in organizational business process management.
- To strengthen the knowledge sharing ability of the banking industry of Pakistan.
- To distinguish the role of organizational cultural factors in organizational business process management.
- To upgrade the current knowledge sharing ability of the banking sector.

3.2 The Significance of the Study

The study is significant as it provides some hypothetical consideration for banking industry of Pakistan.

3.2.1 Theoretical Significance

Despite the availability of the bundle of papers on KS and Organizational business process management, a very little research available on the hypothetical aspect of KS

practices in the banking industry. The research will give a theoretical model for improving individual performance. Because, it may give a layout to understand the basic factors of employee performance. This research also provides a systematic mechanism for knowledge sharing and employee performance through organizational culture factors. The research also provides deep insight that successful knowledge transfer is only possible through a high level of employee motivation. It also validates that both successful knowledge transfer and employee performance has a positive effect on performance.

3.2.2 Practical Significance

A systematic investigation of the literature revealed that there are various factors which should be explored and catered along with overall business process management with the help of knowledge sharing practices. Theoretical support of the research emphasized that in order to have efficient employee performance, effective knowledge sharing is required. Another practical contribution of the study is that organizations cannot achieve their goals without having sufficient knowledge transfer, as performance is measured through goals and objectives (Mesadeh & Obeidat & Tarhini, 2016).

3.2.3 Policy Significance

The purpose of this study is emphasizing the strategy considerations. These findings must be deeply investigated and then implemented properly by management personnel in the banking sector of Pakistan.

4. Methodology

4.1 Population Sample

Stratified random sampling was used to carry out sampling for data collection. This type of sampling is used when the sample is varied and strata are devised. Moreover, strata should not be overlap. Additional, information was handled carefully but selecting respondents for their employment and gender status. According to the report of central bank of Pakistan (SBP), there are following scheduled bank in Pakistan,

- National Bank of Pakistan (NBP)
- Habib bank of Pakistan (HBL)
- Allied bank of Pakistan (ABL)
- United Bank limited (UBL)
- MCB Bank (MCB)

The researcher made 2 strata of these banks with a careful selection on the basis of following guidelines;

- Schedule banks deposits
- Advances and bills
- Advances to the private sector
- Advances to individuals

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

4.1.1 Stratum 1

- National Bank of Pakistan
- Bank Alfalah
- Standard Chartered
- Habib Bank
- United Bank Limited
- Meezan Bank
- Allied Bank
- Askari Bank
- MCB Bank

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

4.1.2 Stratum 2

- JS Bank
- Soneri Bank
- SAMBA Bank
- Habib Metropolitan Bank
- ICBC
- Silk Bank
- Bank of Khyber
- Meezan Bank

The banks listed in stratum 2 are those whose market share is low and a number of employees are less and also, they have less number of branches.

4.1.3 Selection of Sample

Banks from stratum 1 and 3 from stratum 2 were selected randomly.

4.1.4 Stratum 1

- Habib Bank Limited
- Bank Alfalah
- Standard Chartered Bank
- National Bank of Pakistan

4.1.5 Stratum 2

- Meezan Bank
- Bank of Khyber
- Soneri Bank

4.2 Measurement of Questions

Knowledge Sharing practices were measured from Malik & Kanwal (2018). Main constructs for knowledge sharing are knowledge sharing practices such as knowledge creation. Construct for the business process were leadership and motivational practices, adapted from Wurm et al. (2018). Construct of leadership support was developed from Mohamed et al., (2018).

4.3 Methods

Principal component analysis (PCA) was the main technique used in the study for factor analysis. It was coupled with Verimax pivot technique. KMO and Barlett's test of Sphericity was used to inspect the appropriateness/sufficiency of collected data.

5. Analysis and Results

5.1 Descriptive Statistics

Demographical characteristics of the respondents are summarized in Table 1 given below. The descriptive analysis shows that the majority (86%) of respondents were male. Most of the respondents were Master's degree holders (48.11%). Dominating group of the respondents was assistant manager (47.64%).

Table 1: Demographics of Respondents

Gender				
	Frequency	Percent	Valid Percent	Cumulative %
Male	184	86.0	74.0	74.0
Female	28	14.0	26.0	100.0
Total	212	100.0	100.0	
Education				
	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelors	90	42.45	42.45	42.45
Masters	102	48.11	48.11	90.56
Ms/Phil	16	7.55	7.55	98.11
PhD	4	1.89	1.89	100
Total	212	100.0	100.0	100.0
Designation				
	Frequency	Percent	Valid Percent	Cumulative Percent
Executive	3	1.41	1.41	1.41
Assistant Manager	101	47.64	47.64	49.05
Manager	75	35.37	35.37	84.42
G. Manager	24	11.32	11.32	95.74
Other	9	4.24	4.24	100
Total	212	100.0	100.0	

Earlier than analyzing regression analysis of variables which were studied, against the dependent variable each demographic item was tested to elaborate whether the dependent variable has a significant impact of any demographic item on it or not. Demographic items that have a significant value of $p \leq .05$ were manifested as a control variable.

Table 2: Descriptive Statistics of Survey Item

Variable	N	Minimum	Maximum	Mean	St. Deviation
KS1	212	2.00	5.00	3.256095	0.66064
KS2	212	2.00	5.00	3.621765	0.608898
KS3	212	2.00	5.00	3.565354	0.586696
KS4	212	2.00	5.00	3.14585	0.598888
KS5	212	2.00	5.00	3.108148	0.695302
KS6	212	2.00	5.00	2.782853	0.904283
KS7	212	2.00	4.00	2.952277	0.999268
KS8	212	2.00	5.00	3.586735	0.734172
KS9	212	2.00	5.00	3.710343	0.682091
KS10	212	2.00	5.00	3.127047	0.641307
BP1	212	2.00	4.00	3.374358	0.973526
BP2	212	2.00	5.00	3.355841	0.872039
BP3	212	2.00	5.00	2.793639	0.882811
BP4	212	2.00	5.00	3.089344	0.974873
BP5	212	2.00	5.00	3.226506	0.833128
BP6	212	2.00	5.00	3.664909	0.534841
OF1	212	2.00	5.00	3.269649	0.634568
OF2	212	2.00	4.00	3.562586	0.634466
OF3	212	2.00	5.00	3.557241	0.567888
OF4	212	2.00	5.00	3.457686	0.493903
OF5	212	2.00	5.00	3.161981	0.602376
OF6	212	2.00	5.00	3.457686	0.612407
OF7	212	2.00	5.00	2.764049	0.54763
OF8	212	2.00	5.00	3.387817	0.831368
OF9	212	2.00	5.00	2.715656	0.904283
OF10	212	2.00	4.00	3.33131	0.821059
Valid N listwise	212				

The study was based upon 26 items. The responses of the respondents were measured on five-point Likert's scale. Mean scores of different items range from 2.71034 to 3.71034 and the value of standard deviations varies from 0.49390 to 0.97487.

Table 3: Reliability of Measurement

Constructs	No. of Items N=212	Cornbach's alpha
Total Scale	26	0.813
Knowledge Sharing	10	0.934
Business Process	6	0.921
Intrinsic Factors	4	0.870
Extrinsic Factors	6	0.840

The reliability of each item for the data construct has been given in table 3. The values of the table vary from 0.840 to 0.957. The overall reliability of the questionnaire is 81%,

while for knowledge sharing variables it is 93%, BP is 92%, an intrinsic factor of organizational performance is 87% and extrinsic factors are 84% reliable.

5.2 Factor Analysis

KMO is utilized for testing that given information is enough for the investigation of selected elements (Ferguson & Cox, 1993). Bartlett's test produces unbiased scores that are correlated only with their own factor (Yong & Pearce, 2013).

Table 4: KMO & Bartlett's Test

Constructs	No of Items	KMO Measure of Sample Adequacy	Bartlett's Test of Sphericity Chi-Square	Bartlett's Test of Sphericity Significance.
Knowledge Sharing	10	0.796	4658	0.000
Business Process	6	0.856	1892	0.000
Intrinsic Factors	4	0.699	791	0.000
Extrinsic Factors	6	0.867	5476	0.000

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistical tool which is used for indicating the variance in the dependent variable caused by independent variables. Values more than 0.8 recommend the suitability of factor analysis for the case. If a value less than 0.5 then it shows factor analysis would not be feasible for this case. Table 4 indicates that all construct values are closer to 0.70 so factor analysis could be performed on this data.

Table 5: Eigen Values and Total Variance

Constructs	Components	Eigen Values		
		Total	% of Variance Explained	Cumulative Percent of Variance Explained
Knowledge Sharing	Comp 1	4.546	71.546	71.546
Business Process	Comp 1	3.506	49.871	49.871
Intrinsic Factors	Comp 1	4.714	64.851	64.851
Extrinsic Factors	Comp 1	2.435	71.580	71.580

Construct values more than 1 shows their suitability for factor analysis. The table above shows one component of each construct calculated by PCA. KS clarifying 71% variance, the Business process is showing 49% variance, intrinsic factors are showing 64% and extrinsic factors are having 71% variance.

5.3 SEM Model

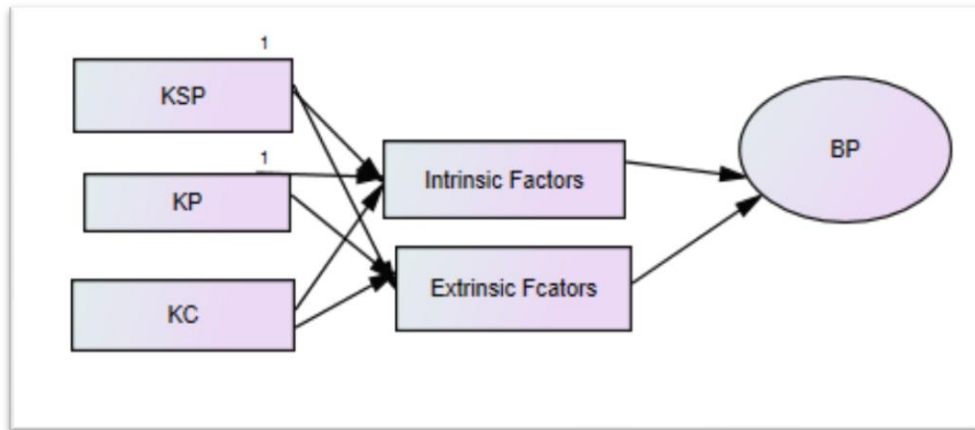


Figure 2: SEM Model

Path analysis is a special case for structure equating modeling. Path diagram has been drawn using AMOS. The main model was tested using recursive simultaneous model.

5.4 Recursive Simultaneous Model

The regression coefficient is shown in the above figure. This indicates that change in the business process due to knowledge sharing practices in the presence of intrinsic and extrinsic factors.

Table 6: Regression Weights

			Estimates	S.E	C.R	P
BP	KS	←	0.58	0.32	-2.101	0.039
BP	KC	←	-0.153	0.23	6.541	0.000
BP	EBF	←	-.256	.27	-7.731	0.000
BP	IBF	←	.433	.027	.001	0.000

The SEM model was analyzed using AMOS software. The unstandardized and standardized regression coefficient of the regression is given in table 6. The unstandardized regression coefficient refers alter in the depending or mediating variables as per one change the unit in predict variable. The values are shown in table 6 re unstandardized estimates, standards error (S.E), Critical ratio (C.R) and the P-values. It is also important to mention that critical ratio (C.R) is the value of estimate divided by standard error while p-value is a probability associated with the null hypothesis and tested as zero in the given analysis. Regression analysis indicated that all coefficient of regression is statistically different from zero except for KC and IBF that are below 0.01 and hence null hypothesis is rejected at 1% LOS. KS has direct impact and statistically significant on the business process, which is shown significant with regression estimate of $\beta = 0.58$. Studies conducted by North & Kumta (2018) support the hypothesis that knowledge sharing practices have a significant impact on business process and it creates

value for the business. The impact of KC is also significant but it is negative relationship $\beta = -0.153$. There are several studies (Little & Deokar, 2016) supporting this hypothesis. The main hypothesis of this study H_1 accepted that KS has a significant effect on the business process and statistically mediated by intrinsic and extrinsic organizational factors. For intrinsic organizational factor leadership support and extrinsic factors included trust factor between employees. The above result has shown the positive relation of KS and banking process.

5.5 Model Fit Summary

Table 7: CMIN (Chi-Square Min)

Model	NPAR	CMIN	DF	P	CMIN/DF
Default Model	26	1366.21	24	0.000	32.14

Table indicates that the model is a good fit of 1% LOS.

6. Discussion

The basic motive of this study is to examine that organizational culture has impact of KS practices for the betterment of business process in banking sector of Pakistan. As far as reliability is concerned, in spite of the fact that this survey requested respondents contrast these specialty units and three principal contenders. Oyemomi et al. (2015) recommend that inaccurately groups specialty units as stuck in the center, along these lines delivering incorrect discoveries. Because of this view, workers are less propelled to create specialized information of the item, and in this manner can't clarify the estimation of these items. This misconception has been distinguished, and endeavors are being made to address it, yet this undertaking is still a long way from succeeding. As far as an elective hypothesis, since expense is an after effect of each movement, a cost decrease program gives off an impression of being embraced by all specialty units regardless of which KS the executives expects to seek after. The result likewise contends that a differentiator can't overlook its cost position since its superior costs will be invalidated by an extraordinarily sub-par cost position; in this way, the differentiator ought to in every case forcefully seek after all cost decrease openings that don't forfeit separation to accomplish cost equality or vicinity in respect to its rivals. This examination thinks about hierarchical culture as a key impetus to accomplish authoritative objectives, actualize business-information forms, and continue hierarchical execution.

6.1 Managerial Implications

The findings of this research revealed that apprehensive management should focus on KS practices and organizational factors such as leadership support because of their critical impact on the business process. This would also invoke the work behavior and would lead to more innovations in an organizational business process (Hassan et al., 2018). Another practical contribution of the study is that organizations cannot achieve their goals without having sufficient knowledge transfer. According to Mesadeh & Obeidat & Tarhini, 2016 the performance is measured through goals and objective so the finding of this study provides a new insight of knowledge and goal setting in banking sector of Pakistan.

6.2 Theoretical Implications

The study concluded organizational factors as key catalysts for achieving competitive business process through information sharing (Oluwafemi et al., 2016) in the banking industry. Hence, improving organizational factors could lead to improving the business process in the banking industry by virtue of information sharing practices.

6.3 Suggestions and Recommendations

The study examined that knowledge sharing practices significantly contribute to any organization towards business process having enabling leadership. Factor analysis is an innovative and most suitable analytical technique to distinguish factors that can have a strong impact on the organizational business process. Results indicated that there are chances of achieving high performance through having suitable knowledge sharing practice under the effect of organizational factors. The use of FCA and SEM model in this study gives a new insight for an considerate of the relationship between dependent and independent variables. It can also provide a way forward for achieving innovative business process by incorporating intrinsic and extrinsic business factors.

7. Limitations and Directions for Further Research

The proposed model investigates only three segments i.e., higher and middle and lower. Adding administration like CEOs can increase the clarification of conditions for complex arrangements. Future work should incorporate CEOs perspective too for discussing distinguishing attributes of associations dependent on the notion of activity.

Another limitation is that this investigation centered on fact table multifaceted arrangements, taking into consideration leadership factor as a meandering issue for hierarchical execution result. There are other variables too that acquiesce additional preparations and provide extra expository insight for future research.

This investigation describes the noteworthy promise of knowledge and information partaking in any connection could improve implementation when there is an empowering society. The present study provides new horizons for future study. It provides the pathway to explore the association between KS and business process and with other variables of the study such as employee commitment, employee motivation, and organizational structure. The study was limited to public sector organizations but this can be expanded to other organizations such as hotels and private companies.

REFERENCES

- Abualoush, S., Masa'deh, R. E., Bataineh, K., & Alrowwad, A. (2018). The role of the knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13, 279-309.
- Abuazoum, A. A., Azizan, N., & Ahmad, N. (2013). Knowledge Sharing for the Islamic Banking Sector in Malaysia. *International Journal of Computer and Communication Engineering*, 2(3), 368-371.

- Alkhuraiji, A., Liu, S., Oderanti, F. O., & Megicks, P. (2016). New structured knowledge network for strategic decision-making in IT innovative and implementable projects. *Journal of Business Research*, 69(5), 1534-1538.
- Argote, L., & Ingram, P. (2000). Knowledge transfer: A basis for competitive advantage in firms. *Organizational Behavior and Human Decision Processes*, 82(1), 150-169.
- Argote, L., & Guo, J. M. (2016). Routines and transactive memory systems: Creating, 3 coordinating, retaining, and transferring knowledge in organizations. *Research in Organizational Behavior*, 36, 65-84
- Bavik, Y. L., Tang, P. M., Shao, R., & Lam, L. W. (2018). Ethical leadership and employee knowledge sharing: Exploring dual-mediation paths. *The Leadership Quarterly*, 29(2), 322-332.
- Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2019). *Human resource management in public service: Paradoxes, processes, and problems*. CQ Press.
- Blomkvist, K., Kappen, P., & Zander, I. (2018). Who is in and who is out? Integration of technological knowledge in the multinational corporation. *Industrial and Corporate Change*, 28(3), 437-457.
- Boh, W. F. (2007). Mechanisms for sharing knowledge in project-based organizations. *Information and Organization*, 17(1), 27-58.
- Cabrera, A., & Cabrera, E. F. (2002). Knowledge-sharing dilemmas. *Organization Studies*, 23(5), 687-710.
- Chan, I., & Chao, C. (2008). Knowledge management in small and medium-sized enterprises, *Communications of the ACM digital Library*, 51(4), 83–88.
- Campanella, F., Derhy, A., & Gangi, F. (2018). Knowledge management and value creation in the post-crisis banking system. *Journal of Knowledge Management*. 23(2), 263-278.
- Cooper, B., Wang, J., Bartram, T., & Cooke, F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. *Human Resource Management*. 58(1), 85-97.
- Crossan, M. M., Lane, H. W., & White, R. E. (1999). An organizational learning framework: From intuition to the institution. *Academy of Management Review*, 24(3), 522-537.
- Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of Management Journal*, 34(3), 555-590.
- Darroch, J., & McNaughton, R. (2002). Examining the link between knowledge management practices and types of innovation. *Journal of Intellectual Capital*, 3(3), 210-222.
- Dobni, C. B., & Sand, C. (2018). Strategy shift: Integrating strategy and the firm's capability to innovate. *Business Horizons*, 61(5), 797-808.

- Esparcia, J., Escribano, J., & Serrano, J. J. (2015). From development to power relations and territorial governance: Increasing the leadership role of LEADER Local Action Groups in Spain. *Journal of Rural Studies*, 42, 29-42.
- Ferguson, E., & Cox, T. (1993). Exploratory factor analysis: A users' guide. *International Journal of Selection and Assessment*, 1(2), 84-94.
- Hall, M. (2006). Knowledge management and the limits of knowledge codification. *Journal of Knowledge Management*, 10(3), 117-126.
- Hassan, H., Asif, J., Waqar, N., Khalid, S., & Abbas, S. (2018). The Impact of Knowledge Sharing On Innovative Work Behavior. *Asian Journal of Multidisciplinary Studies*, 6(5), 22-25.
- Huang, Y., Li, W., Liang, Z., Xue, Y., & Wang, X. (2018). Efficient business process consolidation: combining topic features with structure matching. *Soft Computing*, 22(2), 645-657.
- Lekhawipat, W., Wei, Y. H., & Lin, C. (2018). How internal attributions affect knowledge sharing behavior. *Journal of Knowledge Management*, 22(4), 867-886.
- Little, T. A., & Deokar, A. V. (2016). Understanding knowledge creation in the context of knowledge-intensive business processes. *Journal of Knowledge Management*, 20(5), 858-879.
- Malik, M. S., & Kanwal, M. (2018). Impacts of organizational knowledge sharing practices on employees' job satisfaction: Mediating roles of learning commitment and interpersonal adaptability. *Journal of Workplace Learning*, 30(1), 2-17.
- Mesadeh, R. E., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modeling approach. *Journal of Management Development*, 35(5), 681-705.
- Mendling, J., Decker, G., Richard, H., Hajo, A., & Ingo, W. (2018). How do Machine Learning, Robotic Process Automation, and Blockchains Affect the Human Factor in Business Process Management? *Communications of the Association for Information Systems*, 43, 297-320.
- Mohamed, H., Ismail, S. A., & Tarmuchi, N. R. (2018). Factors Influencing Product Innovation Success: The Mediating Effects of R&D-Marketing Integration. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 414-438.
- Mohamed, S., Mynors, D., Grantham, A., Walsh, K., & Chan, P. (2016, July). Understanding one aspect of the knowledge leakage concept: people. In *Proceedings of the European and Mediterranean Conference on Information Systems (EMCIS)*, pp. 6-7.
- Naidoo, A. (2016). *Emerging market entry strategy and decision-making: the influence of tacit knowledge and explicit knowledge* (Doctoral dissertation, University of Pretoria).
- North, K., & Kumta, G. (2018). *Knowledge management: Value creation through organizational learning*. Springer.

- Oyemomi, O., Liu, S., & Neaga, I. (2015). The contribution of knowledge sharing to organizational performance and decision making: A literature review. In *Decision support systems iv-information and knowledge management in decision processes* (pp. 1-12). Springer, Cham.
- Oyemomi, O., Liu, S., Neaga, I., & Alkhuraiji, A. (2016). How knowledge sharing and business process contribute to organizational performance: Using the fsQCA approach. *Journal of Business Research*, 69(11), 5222-5227.
- Peng, J., Quan, J., Zhang, G., & Dubinsky, A. J. (2016). Mediation effect of business process and supply chain management capabilities on the impact of IT on firm performance: Evidence from Chinese firms. *International Journal of Information Management*, 36(1), 89-96.
- Rosemann, M., & vom Brocke, J. (2015). The six core elements of business process management. In *Handbook on business process management 1* (pp. 105-122). Springer, Berlin, Heidelberg.
- Tyagi, D. A., & Dhar, D. R. (2016). Knowledge Sharing as a Mediator between Organization Culture and Police Investigation Performance-Moderating Role of Technology: A Study of Tourist Destinations of Uttarakhand, India. *Policing: A Journal of Policy and Practice*, 11(2), 185-201.
- Wurm, B., Schmiedel, T., Mendling, J., & Fleig, C. (2018). Development of a measurement scale for business process standardization. Twenty-Sixth European Conference on Information Systems (ECIS2018), Portsmouth, UK.
- Yong, A. G., & Pearce, S. (2013). A beginner's guide to factor analysis: Focusing on exploratory factor analysis. *Tutorials in quantitative methods for psychology*, 9(2), 79-94.