

## A Study on Knowledge Management Practice in Kerala Bank

**Ms. Sunitha Sahadevan\*, Dr V. Sheela Mary**

Research Scholar Department of Management Aarupadai Veedu Institute of Technology, Vinayaka Missions Research Foundation (Deemed to be University)

Professor, Department of Management, Aarupadai Veedu Institute of Technology, Vinayaka Missions Research Foundation (Deemed to be University)

### ABSTRACT:

The banking sector plays a crucial role in a nation's economy. In the modern banking landscape, there is a unanimous consensus on the significance of knowledge management as a fundamental business practice. Banks, insurance companies, and other financial service providers have come to realize that knowledge is a powerful asset. Knowledge management serves as a vital tool for banks to unlock their full potential by harnessing global knowledge across the organization and assessing its impact on performance. This research paper aims to assess the level of knowledge management and awareness among employees at Kerala Bank. Additionally, it seeks to explore the knowledge management practices, knowledge Management Sharing (KMS), and the challenges faced by the bank's employees. The study focuses on a random sample of Kerala Bank employees. Primary data will be collected through personal visits and interactions with both public and Kerala Bank employees. Secondary data will be gathered from various sources that provide relevant information. The research will be conducted in the state of Kerala, India. A simple random sampling technique will be employed to select the sample. A questionnaire will be designed for the survey. The study concludes with recommendations based on the findings.

**KEYWORDS:** Knowledge Management, Knowledge Management Practice, Bank Employees, challenges.

### Introduction

The Kerala bank was formed in 2019 by amalgamating 14 District Co-Operative Banks in Kerala with the Kerala State Co-Operating Bank. The bank started functioning from 29 November 2019 onwards. Knowledge Management is essentially about getting the right knowledge to the right person at the right time. Knowledge Management in itself may not seem so complex, but it implies a strong tie to corporate strategy, understanding where and in what forms knowledge exists, creating processes that span organizational functions, and ensuring that initiatives are accepted and supported by organizational members. Knowledge Management may also include new knowledge creation, or it may solely focus on knowledge sharing, storage, and refinement.

It is important to remember that Knowledge Management is not about managing knowledge for knowledge's sake; the overall objective is to create value and to leverage, improve, and refine the firm's competencies and knowledge assets to meet organizational goals and targets. Implementing Knowledge Management thus has several dimensions including:

Organizational: The right processes, environments, culture, and systems.

Managerial: The right leadership, strategy, etc.

Technological: The right systems, tools, and technologies - properly implemented

Political: The support to implement and sustain initiatives that involve virtually all organizational functions; that may be costly to implement (both from the perspective of time and money); and which often do not have a directly visible return on investment.

### Knowledge Management in the Banking Sector

As there is a saying “time and tide waits for none” from kids to adults everybody seems to be on a run. Everyone is up to achieve something extraordinary in life. Therefore, knowledge management is becoming very important in almost all banks since it simplifies the delivery of time and gives effective information to achieve its full potential. The banking sector mainly targets improving customer satisfaction which will benefit the bank in increasing the revenue. The common fields of knowledge management in the banking sector are risk management, customer relation management, and knowledge management related to IT. Presently in banks, we find computerized support systems these kinds of knowledge management help in decision making.

### Review of literature

**Ngeamu B. S. and Sanjana B.**, In their paper, gain knowledge on employee perceptions about the factors that contribute to the strategies for managing knowledge, the implementation of knowledge management strategies and, which knowledge management can contribute to organizational effectiveness and efficiency. They find practical implications for local government, private organizations and academics as it emphasizes, inter alia, the need for knowledge leaders/champions to align knowledge management to strategic plans, a well-developed technological infrastructure, and compensation and reward systems.

**Li-Su Huang, Mohammed Quaddus, Anna L Rowe and Cheng-Po Lai**, In their paper, aim to investigate the main factors affecting the life insurance business in adopting and applying KM. It offers a comprehensive model for future KM research. It provides managerial implications for organizations, particularly life insurance enterprises, to realize better the worth of KM and the possible impediments involved in the processes of adopting and implementing KM.

**Jaya Ahuja** researched to study the Impact of various factors for measuring the effectiveness of knowledge management systems in software organizations, and the effectiveness of knowledge management system by comparing software companies in Delhi. The result shows that the majority of both employees and managers agree that the knowledge management procedure is effective and they have a favourable attitude towards it

**Dr. Santwana Chaudhuri** studied the growth of knowledge management practices in India in the service industries like IT, Consultancy is frequently practised to gain competitive advantage. Collecting, storing and sharing are some important steps in handling ideas whereas creating and innovating new ideas of doing business are crucial to meet complex challenges. The success of KM is also based on an implicit culture of the organization, the philosophy and belief of trust, giving people continuous learning opportunities.

### Statement of the problem

Knowledge Management, relatively, is a new concept and therefore much research has to be done about the various aspects related to it. It is important to understand whether the Knowledge Management and Knowledge Management Practices are serving the purpose. As very little research is done in this area the topic “Knowledge Management Practices in Kerala Bank – Perceptions of Employees” gains relevance.

### Objectives of the study

- ❖ To examine Knowledge Management Practices in Kerala Bank.
- ❖ To understand the Perceptions of Employees about the Knowledge Management Practices of Kerala bank

## Research Methodology

In pursuit of the above-mentioned objectives, the following methodology is adopted.

### Sources of Data

Both Primary and Secondary Sources are used for collecting the Data for the Study. Primary Data: A structured questionnaire has been used in the study. The structured questions take the form of a questionnaire where the respondents working in the Kerala bank were asked to fill out a questionnaire on how they perceived various aspects of Knowledge Management Practices. This comprised Primary Data.

### Secondary Data:

The Secondary Data on the topic have been collected from the Bank's Reports, Records of the RBI, Government Reports in this area, globally renowned HRM textbooks, empirical research papers, sample firms' HR & KM manuals, annual reports, internet information, published theses, dissertations, internationally acclaimed HR Journals, Magazines, and News bulletins, Newspapers, Micro-Films on the topic and other related published materials.

### Sample Selection

The following is the procedure used for the selection of the Stratified Sample of Employee Respondents. The sample size is selected by using the Krejcie-Morgan Model. KrejcieMorgan's Table for determining Sample Size for a Finite Population is used, according to which, the sample size is 384. Hence a sample of 384 is selected. The sample is further stratified based on the work nature of the employees i.e. middle level and Top level employees.

### Data analysis and interpretation

$H_0$ : Knowledge management has no positive influence on Employee job satisfaction

$H_1$ : Knowledge management has a positive influence on Employee job satisfaction

Table No. 1

Linear Regression Analysis with Knowledge of Management and Employee Job Satisfaction

Dependent Variable	F(R <sup>2</sup> )	Independent Variable	$\beta$ -value	t-value	p-value
Knowledge management	0.226	Job satisfaction	0.475	12.043	0.000
**= Significant at the 0.01 level					

From the above Table No. 4.78 above, the analysis shows the independent variable Job satisfaction explains 22.6% (R Square = .226) of the variance in Knowledge management of Employees of Kerala Bank. The probability value of p was found significant at 0.01 level ( $p < 0.01$ ). Hence the null hypothesis is rejected, which implies the acceptance of the alternate hypothesis.

### Inference

Hypothesis  $H_1$  is **accepted** which implies that Knowledge management has a positive influence on Employee Job satisfaction.

### Hypothesis-II

$H_0$ : Knowledge management has no positive influence on Organizational commitment

$H_1$ : Knowledge management has a positive influence on Organizational commitment

Table No. 2



**Linear Regression Analysis with Knowledge Management and Employee Organizational Commitment**

Dependent Variable	F(R <sup>2</sup> )	Independent Variable	β-value	t-value	p-value
Knowledge management	0.123	Organizational commitment	0.351	8.369	.000
**= Significant at the 0.01 level					

From the above Table No. 4.79 above, the analysis shows the independent variable Organizational commitment explains 12.3% (R Square = 0.123) of the variance in Knowledge management about Kerala Bank. The probability value of p was found significant at 0.01 level ( $p < 0.01$ ). Hence the null hypothesis is rejected, which implies the acceptance of the alternate hypothesis.

**Inference**

Hypothesis **H<sub>1</sub> is accepted** which implies organizational commitment has a positive influence on Knowledge management practice in Kerala Bank

**Hypothesis-IV**

H<sub>0</sub>: Knowledge management has no positive influence on Employee performance

H<sub>1</sub>: Knowledge management has a positive influence on Employee performance

**Table No. 2**

**Linear Regression Analysis with Knowledge Management and Employee Performance**

Dependent Variable	F(R <sup>2</sup> )	Independent Variable	β-value	t-value	p-value
Citizens' Satisfaction with the e-Governance system	0.015	Employee performance	0.123	2.764	0.006
**= Significant at the 0.01 level					

From the above Table No. 4.80, the analysis shows the independent variable employee performance explains 1.5% (R Square = 0.015) of the variance in Knowledge management Practice. The probability value of p was found significant at 0.01 level ( $p < 0.01$ ). Hence the null hypothesis is rejected, which implies the acceptance of the alternate hypothesis.

**Inference**

Hypothesis **H<sub>1</sub> is accepted** which implies employee performance has a positive influence on Knowledge management practice.

**Suggestions**

Suggestions for Better Knowledge Management Practice Based on the findings from the analysis of the data and the questionnaires and from the interaction with the employees the following suggestions are given to practice knowledge management.

- ❖ The employees to develop their experience in knowledge management practice, especially to improve the efficiency of knowledge management concepts. It is advised that the Kerala banks should conduct a variety of training programs for the employees.
- ❖ It is suggested that the banks provide a proper working environment and financial aid (monetary and non-monetary) to employees to upgrade their knowledge.
- ❖ It is suggested that the banks can offer both monetary and non-monetary perks to their employees to improve their performance.



- ❖ It is advised to the banks to provide the latest technology facilities ie speed internet facilities and provide training and development programs to enable to use of effective and efficient way of computer technology.

## Conclusion

The Banking sector is the cornerstone of a country's economy. Modern banking has no debate about the value of knowledge management as a business practice. Banks, insurance companies and all the other players in the competitive financial service sector have recognized that knowledge is power. Knowledge management is a key instrument for the bank to achieve its full possibility in the knowledge bank by mobilizing global knowledge all over the organization to examine its impact on performance. Banking Sector has witnessed a radical transformation in the way it operates. Maximum of the Respondents are Aware of Knowledge Management in Kerala. Further, it has been revealed that the Internet is the best way of sharing knowledge and it also increases the involvement of workers. This study suggests that barriers among the employees in the Kerala bank can be eradicated by the adoption of modern banking technologies such as internet facilities, and monetary and non-monetary facilities to the Kerala bank employees.

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